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ABSTRACT

A citizen-based, long-range goal-setting program for future growth and development is documented in this report. The program spanned over two years in time, involved over 1,100 local citizens, and produced goals and policy guidelines for both the short- and long-range future of the city. The components of the process consisted of staff and support services, an advisory group, a citizen task force, neighborhood goals workshops, policy teams, a citywide survey, and a media feedback program. Each of these components is analyzed from the standpoints of purpose or objectives, selection of members or target group, activities, results, assumptions, and critical comments. The report contains a flow chart of the goals, a brief history of the program, and a program chronology. The appendixes contain a selected bibliography and policy team preliminary reports of their goals, concrete objectives, and specific guidelines to achieve the objectives. (Author/MLF)

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A CITIZEN'S GUIDE TO THE FUTURE

BELLINGHAM
2000

A HANDBOOK OF WAYS TO USE THE RESULTS OF THE "GOALS FOR BELLINGHAM" PROGRAM AND A GUIDE FOR CITIZEN INVOLVEMENT IN LONG-RANGE PLANNING FOR MID-SIZED COMMUNITIES.

Prepared by Skip Everitt, Claire Dyckman
and the people of Bellingham, Washington

EA 008 969

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PRELIMINARY RESULTS - GOALS FOR BELLINGHAM SURVEY

There can be no daily democracy without daily citizenship. If we do not exercise our civic rights, who will? If we do not perform our civic duties, who can? The fiber of a just society in pursuit of happiness is a thinking active citizenry. That means you.

Ralph Nader

A CITIZEN'S GUIDE TO THE FUTURE
WAS FUNDED IN PART BY THE OFFICE
OF COMMUNITY DEVELOPMENT, STATE
OF WASHINGTON, THROUGH TITLE I
OF THE HIGHER EDUCATION ACT OF
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A CITIZEN'S GUIDE TO THE FUTURE

Foreward

This "guide to the future" is intended for use by anyone who really cares about communities, the humans that live in them, and how these humans will shape those communities in the coming decades ahead. From a personal standpoint, the guide is based upon my direct and recent experience as project director for GOALS FOR BELLINGHAM, and as a member of the statewide task force for Governor Daniel Evans' ALTERNATIVES FOR WASHINGTON program. During the past six years I have worked directly or peripherally on the GOALS FOR GEORGIA PROGRAM, as seminar director for HUD for their "Strategies for Community Development Specialists" program, and have taught Junior and Senior level courses in "Community Process", and "Alternative Futures" at Huxley College. Much of the content of this guide is a reflection of one or more of those experiences. I have purposely chosen to keep the theoretical part of the guide brief in the hopes that you will feel that the guide is something to be used, not merely read.

I wish to emphasize that this guide is principally for citizens who are not currently employed as local policy makers. However, it is appropriate for the sake of communications for policy makers to read and use the guide to improve relations with their constituents. The intent of this document is not to teach you how to write long-range policy. Rather it will suggest ways to tell policy makers about your hopes and intentions for the outcome of future policies. Therefore, a secondary intent of this guide is to assist citizens in communicating the long-term benefits of citizen involvement to those who should and can write policy based on community input. In order for long-range planning to be effective and efficient, citizens and policy makers must eventually form a coalition based on mutual respect and a set of agreed-upon common goals.

So, this guide is for citizens, and for policy makers. The vitality of their coalition will, in large part, shape the future of our communities.

Skip Everitt
Huxley College
Bellingham, Washington
Summer, 1976

COMMUNITIES, CITIZENS, AND THE FUTURE

In the Summer of 1967, the American Academy of Arts and Sciences published the proceedings of a series of conferences held by a diverse group of scholars called "The Commission on the Year 2000". The proceedings were titled Toward the Year 2000: Work in Progress. This ponderous volume was the culmination of two years of "hard thinking" by over 40 of the nation's most distinguished scientists, philosophers, economists, and social thinkers. Though the Commission could not claim to be the first group to try to predict the future (Rand Corporation and other "forecasters" had projected future trends for years prior to 1965), it is apparent now that, in one sense, Toward the Year 2000 started a kind of revolution. This "revolution of thinking about the future" is demonstrated in many ways. One form is the proliferation of futuristic writing since 1968. The ideas, hopes and fears of the Commission were popularized in the late 60's and early 70's by Alvin Toffler's Future Shock, Charles Reich's The Greening of America, Stewart Udall's 1976: An agenda for Tomorrow, and Robert Theobold's America II.

Yet in the early 70's, as with the environmental movement publicized by Earthday, everyone was talking about it (the future) but no one was doing anything about it. However, as early as 1960 a few states, regions and local communities began to take futurism or long-range planning seriously. Indeed, one urban center, Dallas, Texas, began a long-range planning program in 1966 and is acknowledged as the "pioneer" in citizen-based long-range planning. California followed suit in 1967 (California Tomorrow). By 1973, Maine, Georgia, Iowa, Hawaii, Vermont, and Connecticut had, with private or public sponsorship, produced plans, blueprints, or reports dealing with the distant year 2000.

During 1973 and 1974, the State of Washington and two of its cities began to earnestly face projections for the year 2000, and to attempt to involve its citizens in shaping the future. In 1972, the Seattle 2000

Commission was established by a resolution of the Mayor and City Council. The resolution charged the Commission with "drafting and presenting to the City Council and the Mayor goals for Seattle to achieve by the year 2000." By November, 1973, a report was ready for submission and adoption, and the final Seattle 2000 goals document was printed and distributed to the public in the early Spring of 1974.

In January, 1974, Governor Dan Evans announced the creation of the Alternatives for Washington program. In February, Evans and his office of Program Planning and Fiscal Management selected a state-wide task force of 150 citizens. Our task as stated by the Governor's letter of invitation was "to examine alternative directions for future growth and development in Washington." During a period of 12 days spread over a three-month period, the Task Force produced a set of statements about growth, development and the quality of life in Washington. These statements were then used as "data" for a series of one-day regional conferences held throughout the State. In addition, several surveys were conducted, and both radio and TV stations carried special "talk show" programs to encourage wide-spread citizen involvement in the program. By the Fall of 1975, an estimated 70,000 people had participated in one way or another. The program has experienced some difficulties during its more than two years of existence. Despite representation on the state-wide Task Force by Senators and House members from both parties, Alternatives for Washington was reviewed by the Legislature as the "Governor's program." As a result, few of the recommendations produced during the program have survived legislative review. A large group of citizens began over a year ago to examine the costs and benefits of the "Alternatives", and hope to present their findings in policy form to the next session of the legislature. As a process, Alternatives for Washington is regarded as the most imaginative of any previous states' programs.

As a member of Governor Evans' State-Wide Task Force, I became increasingly concerned about the future of my local area in Northern Puget Sound and, in particular, the City of Bellingham. To me, Bellingham was a beautiful place with a lot to lose by not planning for the future. As a result of informal conversations with Dr. George Drake, a member of City Council and Associate Professor of Sociology at Western Washington State College, we explored with the city's Planning and Development Commission the possibility of a local Year 2000 program. Armed with their tentative approval, he and I submitted a proposal to the State Office of Community Development to fund a citizen-based long-range goal setting program. The result was a program that spanned over 2 years in time, involved over 1,100 local citizens, and produced goals and policy guidelines for both the short and long-range future of the City. The remainder of this guide is an analysis of what happened during those two years, and what was produced. Those of us who professionally and/or voluntarily gave much of our lives to the program feel that the Goals for Bellingham program provided both an inventory of citizens' desires for the future, and a commentary on the worth of conducting a Year 2000 program for a mid-sized community.

A RATIONALE FOR CITIZEN PARTICIPATION IN PLANNING FOR THE YEAR 2000

"Future shock", according to Alvin Toffler, "is a time phenomenon, a product of the greatly accelerated rate of change in society." It is the breaking down of cherished institutions like the family, the church, and the school. It is reflected by a society that is experiencing accelerated change, an increase in the flow and variety of information, and a growing inability on the part of humans to cope with all this change. To compound the miseries generated by these accelerated changes, we seem unable to plan for the impact of change using time-honored or traditional planning techniques. Even the most sophisticated computer is incapable of producing an accurate "model" of the future when faced with data that shifts and fluctuates with no apparent pattern. Given the increasing complexity of natural and man-made systems, and the ever-changing relationships between the two, a prediction or forecast of the future based on current trends alone may be woefully inadequate. In most cases traditional forecasting can only provide an estimate of probable futures. In order to provide society with the options necessary to cope with uncertainty, we must also plan, in some fashion, for possible, or desirable futures. Toffler argues that . . .

> Today as never before we need a multiplicity of visions, dreams and prophecies - images of potential tomorrows. Before we can rationally decide which alternative pathways to choose, which cultural styles to pursue, we must first ascertain which are possible. Conjecture, speculation and visionary view thus become as coldly practical a necessity as feet-on-the-floor "realism" was in an earlier time.

Furthermore, the author of Future Shock, Learning For Tomorrow and The Ecospasm Report states that this conjecture and speculation about the future must not be confined to those that we traditionally consider "experts."

> The time has come for a dramatic reassessment of the directions of change, a reassessment made not by the politicians or the sociologists or the clergy or the elitest revolutionaries, not by technicians or college presidents, but by the people themselves. We need, quite literally to "go to the people" with a question that is almost never asked of them. "What kind of a world do you want ten, twenty, or thirty years from now?"

It was, in large part, this idea of "going to the people", or anticipatory democracy, that formed the basic rationale for Goals for Bellingham.

Robert Theobold, noted futurist, speaker and author strongly believes in the power of citizens at the local level to affect change. However, he rejects the idea of the self-fulfilling citizen participation program that is carefully orchestrated by local government to produce the "right" results. This type of program is characterized by a dependence on existing institutions like the Chamber of Commerce, or in the creation of "blue ribbon" advisory groups whose membership is carefully selected by elected or appointed officials. He further states that programs which do not take citizen participation beyond the advisory stage are merely a perpetuation of control by elected or appointed officials over the destinies of a larger populus. Indeed, he states that "Citizen involvement based solely on the provision of opportunities to discuss issues without the creation of authority in decision-making will not fundamentally change the ways in which our society is presently structured." The Goals for Bellingham program, by focusing specifically on the city's new comprehensive plan, attempted to provide citizens with an element of authority in the decision making process.

On the personal level, Goals for Bellingham was intended to encourage the development of what Warren Zeigler terms "civic literacy." He describes this state of being as one in which the citizen is competent in identifying community problems, systematically analyzes the problem, and is able to construct one or more political or organizational options to attack the problem. Unlike many concepts of community action, Zeigler's emphasis is on the individual. According to the idea of civic literacy, it is the individual's responsibility to acquire the skills and knowledge necessary to achieve this "literacy".

In summary, Goals for Bellingham attempted to incorporate three important assumptions about citizen involvement in planning into its process.

Assumption 1. That the idea of anticipatory democracy ("going to the people") should be a functional part of a community's decision making process.

Assumption 2. That citizens can be vested with some degree of real authority in making political decisions, and that citizens need not be confined to advisory roles.

Assumption 3. That each citizen can attain a high level of "civic literacy", and thus be more effective in decision making as an individual and as a member of a group.

CREATING AND CARRYING OUT A YEAR 2000 PROGRAM IN A MID-SIZED COMMUNITY

Bellingham: A City At The Crossroads

For even the casual traveler, there is an obvious uniqueness about Bellingham. While its economic health depends upon a large pulp mill, food processing and packing, and retail sales, it is best known for its setting, reasonable cost of living, and proximity to recreation of all sorts. In many ways, it appears to be an ideal place to live, work, and play. Located on Northern Puget Sound, 90 miles north of Seattle, it is within two hours of three major winter sports areas, minutes away from the San Juan Islands, and less than 2 hours distance from major trailheads leading into the North Cascades National Park and Glacier Peak Wilderness. Seventy per cent of the total land area of Bellingham's parent county - Whatcom - is publically owned as National Forest, National Park, County Park, or National Recreation Area. With a population of less than 45,000, the city retains many small town features, and affords each citizen with a variety of recreational and cultural opportunities.

Bellingham's location and natural setting is its greatest blessing and - at the same time - represents its greatest threat. In terms of the future, Bellingham is truly at a crossroads. Presently, neither the city nor county have permanent comprehensive plans, and development continues to occur in a more or less random fashion. As parts of the city experience aging and decay, there is a rush by developers to convert vacant land into commercial or multi-family use. Recently two older neighborhoods have successfully resisted this decay and turnover with assistance from the Federal Department of Housing and Urban Development, and with effective citizen pressure to preserve low density zoning in each area. Unfortunately many areas of Bellingham are being transformed at a rate that takes local residents by surprise, and citizen protest is frequently "too little, too late."

Citizen Participation in Bellingham

Until 1974, citizen involvement in planning in Bellingham was confined to membership on advisory boards such as the Planning Commission, to special advisory groups typified by the select Mayor's Advisory Committee, and to "reactive" bodies such as the Board of Adjustment and Board of Equalization.

In 1973, the county appointed a 50-person group to steer the progress of the new county land use ordinance. This group, called the Land Use Code Committee (LUCC) was charged with working with professional planners to create a set of land use "zones" for future development in the county. No counterpart to this LUCC was developed by the city and, except on a case-by-case basis, citizens were not routinely included in the planning process in Bellingham. There was, in fact, a growing frustration among citizens who on the one hand recognized new or rapidly growing land use, housing, and social service problems while on the other hand were afforded little or no voice in decisions about the future.

Therefore, despite its geographic and physical uniqueness, Bellingham was, and still is to a degree, a very typical town with regard to citizen involvement in planning or decision making. Goals for Bellingham was not a full solution to Bellingham's typical disenfranchisement of citizens from the planning process. It was a beginning, and a signal to leaders that far more people were ready, able and willing to assist in speculation and participation in the city's long-range future.

GENERAL FLOW OF GOALS FOR BELLINGHAM PROCESS

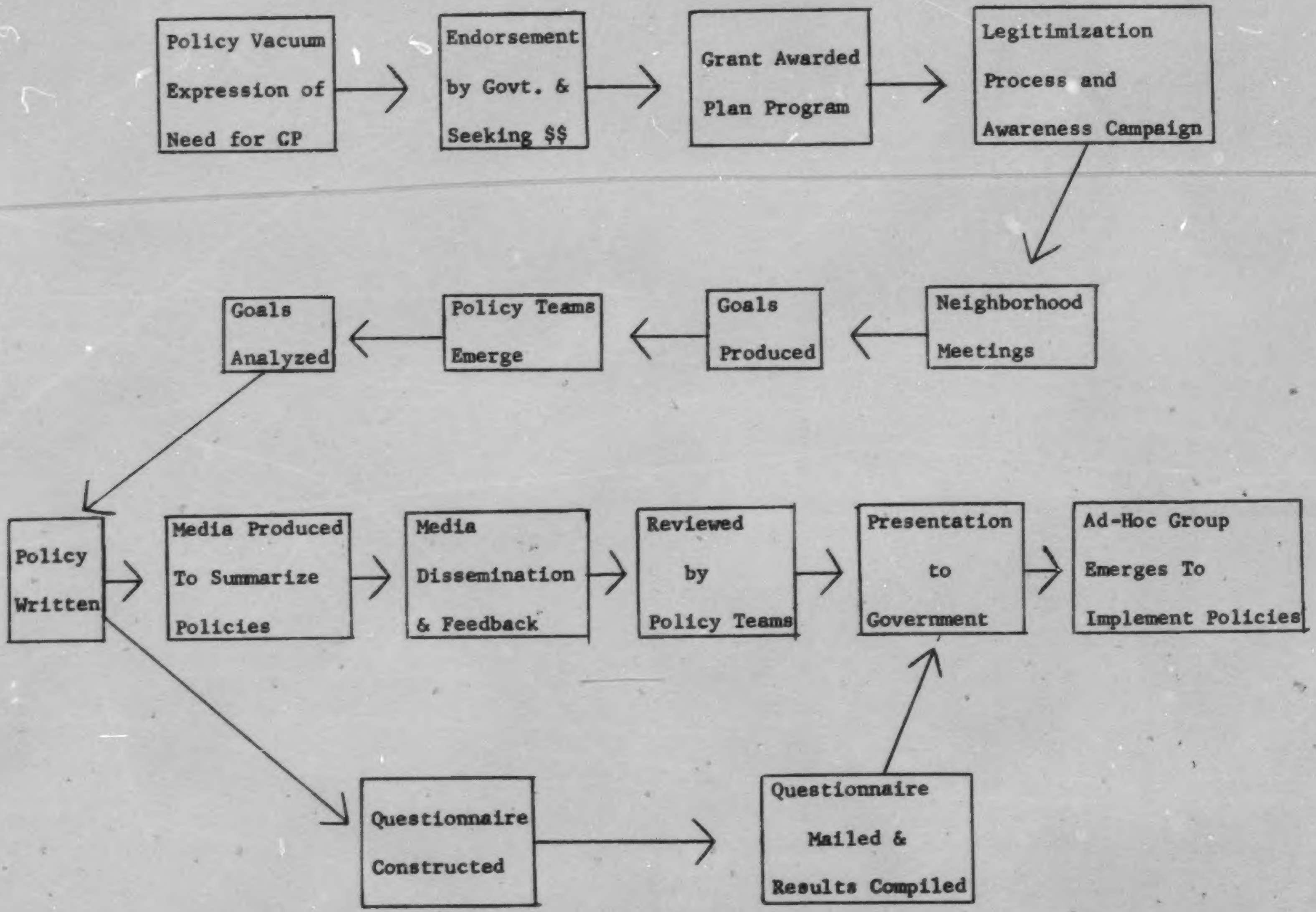
The following flow chart is a brief chronological "map" of the Goals for Bellingham process. The process, from "Policy Vacuum" to "Ad Hoc Group" covered nearly two full years. We suggest that you approach the analysis of the process in this manner:

1. Familiarize yourself with the General Flow of the process outlined by the diagram.

2. Read the Brief Historical outline of the program and the detailed Chronological Summary.

3. Read the Summary and Analysis of the process, keeping the General Flow of the process handy as a reference. Refer to the Chronological Summary when a sense of time and sequence is needed.

GENERAL FLOW OF GOALS FOR BELLINGHAM PROCESS


Policy Vacuum Expression of Need for CP
Endorsement by Govt. & Seeking $$
Grant Awarded Plan Program
Legitimization Process and Awareness Campaign
Neighborhood Meetings
Goals Produced
Policy Teams Emerge
Goals Analyzed
Policy Written
Media Produced To Summarize Policies
Media Dissemination & Feedback
Reviewed by Policy Teams
Presentation to Government
Ad-Hoc Group Emerges To Implement Policies
Questionnaire Constructed
Questionnaire Mailed & Results Compiled

A Brief Historical Outline of Goals for Bellingham

In the early Spring of 1974, Councilman George Drake and the members of the Planning and Development Commission held a number of informal discussions about citizen involvement in the planning process. Most agreed that a mechanism, or program, of citizen involvement would greatly assist the Commission in formulating goals and policies for both the short- and long-term future of Bellingham. Councilman Drake suggested that he, and other members of WWSC, seek state funding for such a program. He approached Skip Everitt, Assistant Professor at Huxley College, whom he knew to have an interest in both citizen participation and long-range planning. Together they drafted a proposal for a "Civic Partnership" program and submitted this proposal to the State Office of Community Development. This "partnership" included the establishment of a citizen involvement program called "Goals for Bellingham." Basically, the intent of Goals for Bellingham was to provide citizens with a variety of opportunities to tell their leaders about their "desirable futures" for the City. The grant was funded under Title I of the Higher Education Act of 1965.

In the Summer of 1974, Everitt met several times with the Planning and Development Commission to plan for the organization of the program. It was decided that the first step should be the establishment of an advisory group to serve as a steering committee. After careful deliberation, the Planning and Development Commission chose ten citizens that represented a wide range of perspectives and lifestyles. Later that summer, the Advisory Group met to define its role and began assisting Everitt with program planning.

The first task for the Advisory Group was to recruit a 30-40 person Task Force to conduct a series of neighborhood workshops. From a list of over 100 names, 30 citizens agreed to serve on the Task Force. These citizens were carefully selected to represent a cross-section of the Bellingham community.

In September, 1974, Everitt selected Claire Dyckman as Associate Director for the program. Jean Gallegos was designated as City Hall liaison to the program. Together, they conducted a 6-hour training workshop for Task Force members. The workshops dealt with the purposes of Goals for Bellingham and each member received instructions on how to conduct neighborhood meetings. Each Task Force member agreed to conduct two meetings, and a schedule was finalized by mid-October. By this time, four student interns had joined the staff. Two of these students, Larry Graser and Dave Leppansen served as staff assistants. Colleen Mosely assumed responsibility for publicity, and Gail Bingham agreed to design and conduct a comprehensive evaluation of the program. Publicity was kicked off with a mail brochure (6,000 copies) and a full-page ad in The Bellingham Herald. The program also contracted with McGraw-Hill Films to rent a series of futuristic films that were shown to the public in November.

In early October, the Mayor and City Council officially endorsed the program with a joint resolution. With this resolution and the verbal support of the Planning and Development Commission, the Task Force proceeded to the business of conducting neighborhood meetings.

During November, December and January, the Task Force held approximately 55 meetings and collected nearly 400 goals, objectives, and other statements about the future of Bellingham. Citizens were invited to neighborhood meetings by the Mayor in a letter enclosed with water bills, letters from Task Force members to their neighbors, radio and TV spots, newspaper articles and advertising, and via a telephone committee organized by Denis Newman, a citizen active in community affairs.

After the completion of the neighborhood meetings, the Task Force reconvened to sort the 400 goals into groups that would become policy teams. After discussion of the general topic areas of the Policy Teams with the Advisory Group, Planning Department, and City Council, a new publicity campaign was launched to recruit working members for these teams.

At this point, (January, 1975) a public hearing was held to solicit comments about the neighborhood meetings and to ask for participation by the public in the Policy Team phase. About 100 people attended.

The Policy Teams began meeting in early February and were to formulate a preliminary document in May, 1975. During the first week of Policy Team meetings, members of the teams were briefed by Mike Knapp, a city planner, Claire Dyckman, Ruth Weiner (Dean of Huxley College) and Jean Gallegos on the mechanics of translating neighborhood goals into objectives and policy guidelines. Knapp also explained the fundamentals of the comprehensive plan process. During the four months of Policy Team meetings, a media presentation was shown to civic clubs, service and church groups, and educational organizations in an effort to further stimulate interest in Goals for Bellingham on the part of the community. Special emphasis was placed by the staff on involving the business-industrial community in the process, a segment of the population that was sparsely represented on the Policy Teams.

The Policy Teams completed a Preliminary Draft document for submission to the Advisory Group and Planning and Development Commission in late May, 1975. At this time reports in Education, Social Services, Pollution Control, Economic Base, Leisure Activities, Shorelines, Citizen Participation, Housing, and Transportation were submitted.

In early June, 1975, the Planning Commission and Advisory Group met and decided to withhold public dissemination of the Preliminary Draft while they conducted a thorough evaluation of the program.

Also in June, a second grant was awarded to the program to provide moneys for the production of a number of multi-media programs. These programs were designated to provide summaries of the Policy Team reports. They were distributed for viewing by community groups during the Fall and Winter of 1975 - 76.

Also in the Summer of 1975, Jean Gallegos designed a questionnaire intended to solicit public opinion about the results of the Policy Teams. The results of this document are included in the Appendix. A more detailed description of the survey is included in the Summary and Analysis of the program.

In the Spring of 1976, the results of the Policy Team meetings, and preliminary results of the city-wide survey were distributed to the Mayor, City Council and Planning Commission. In June, 1976, a group of former Policy Team members met with the staff and decided to officially conclude the Goals for Bellingham program with presentations to the Council and Planning Commission. This group further decided to reconvene as an ad-hoc citizens' group in order to analyze the possibilities for implementing many of the policy statements contained in the Policy Team document.

Chronological Summary

PROJECT ACTIVITY	DATES	PURPOSES	APPROX. # OF PARTICIP.	NUMBER OF SESSIONS	METHODS EMPLOYED
Preliminary discussions with Planning Commission.	March 74	Brainstorm ways to stimulate citizen participation in planning.	10	1	Brainstorming
Planning for publicity for program "kick off".	May - August 74	High impact for early stages of project.		6	Meetings with radios, TV, and newspaper to schedule publicity.
Appointment by Planning Commission of an Advisory Group to steer Program.	September 74- June 76	To give process early credibility and to evaluate the program.	10	12	Luncheon discussions.
Resolution passed by Mayor and City Council to support Program.	October 74	Early credibility.	8	1	Resolution 44-1974
Appointment of a 35-member Task Force. Conduct training session.	October 74	To enable citizens to conduct neighborhood Goal setting workshops.	35	2	Workshop and Simulation - Role Play.
Intensive publicity campaign.	October 74	To create citizen awareness about the program.			Full page newspaper ad, feature story, TV press conference KVOS, KGMI talk show, mailings to all city residents, posters, etc.
Neighborhood Goal Setting Workshops.	October 74 - January 75	To encourage citizens to write long-range goals for Bellingham.	400	60+	Small group discussion, goal writing, cross impact matrix, scenario writing.

PROJECT ACTIVITY	DATES	PURPOSES	# OF PARTICIP.	OF SESSIONS	METHODS EMPLOYED
Formation of Policy Teams based on content analysis of Goals by Task Force.	January 75	To focus the Goals on specific policy areas.	30	1	Content analysis. Dyckman "Brown Bag" method.
Publicity campaign to invite citizens to join Policy Teams.	January 75	To assemble Policy Team membership.			TV, radio, newspaper, letters, posters.
Staff briefings on facilitation of the Policy Team process.	January 75	To assist citizens in beginning policy writing.	10 staff 50 citizens	2	Simulation and discussion. City planner explains comprehensive plan process.
Policy Team meetings.	January - May 75	To generate policy guidelines based on the neighborhood goals.	130	8-12 per team	Content analysis of goals. Stating objectives and policy guidelines.
Conclusion of preliminary policy writing phase.	May 75	To produce a preliminary policy report for public review.	20 rep's of Policy Teams	2	Meet with city planner to analyze possible action.
Questionnaire constructed and mailed.	June - August 75	To receive community-wide reaction to the Goals process and product.	500		Mail questionnaire and follow-up; computer processing
Evaluation of the total process by the Advisory Group.	June - August 75	To review accomplishments.	15	3	Staff assembled all documents pertaining to the historical development of the program.
Title I HEA grant awarded for production of media shows.	June 75 March 76	To disseminate summaries of the Policy Team reports to the public.	60	6	Series of 20-minute slide and tape presentations with feedback questionnaires.

PROJECT ACTIVITY	DATES	PURPOSES	APPROX. # OF PARTICIP.	NUMBER OF SESSIONS	METHODS EMPLOYED
Project Director attends World Futures Society Conference, Wash. D.C.	June 75	To share Goals for Bellingham experience To inspect similar projects.	1	2 days	Attended general sessions and small group seminars. Offered seminar on Futures Planning.
Special conference to analyze the Economic Development Policy Team report.	December 75	To examine the costs & benefits of implementing economic policy. To provide another opportunity for business and community involvement.	30	1	Analysis and presentation by Minor Baker, Economist, Seattle 1st National Bank. Reconvening of Economic Development Policy Team.
Policy Team & Public Meeting.	March 76	To review media shows, to critique questionnaires & to receive results of city-wide survey.	20	1	Viewing & discussion.
Reconvening of Policy Teams to plan for program conclusion.	May 76	To discuss the most effective ways to present the Policy Team document to the Mayor, Council and Planning Commission.	20	1	Review of the program and discussion of future action
Representatives of Policy Teams meet with Planning Commission.	June 76	To review specific policy recommendations.	15	1	Discussion.
Representatives of Policy Teams form Ad-Hoc group to recommend specific action for selected policies.	June 76	To prevent the results from being "shelved" by governmental bodies.	15	2	Adaption of Alternatives for Washington policy analysis model.
Hearing before the City Council.	July 76 (Projected)	To formally present the policy document. To announce Ad-Hoc plan for action.			
Final report submitted to Office of Community Development.	August 76 (Projected)				

A SUMMARY AND ANALYSIS OF THE GOALS FOR BELLINGHAM PROCESS

The following summaries of the steps involved in the Goals for Bellingham process are designed to assist people involved in community development to anticipate possible problems inherent in a Year 2000 program. The following components of the process are included:

1. Staff and support services.
2. The Advisory Group.
3. The Citizen Task Force.
4. The Neighborhood Goals Workshops.
5. The Policy Teams.
6. The City-Wide Survey.
7. The Media Feedback Program.

Each of these components is summarized and analyzed from the standpoints of:

1. Purpose or objectives.
2. Selection of members or target group.
3. Activities.
4. Results - quantitative and qualitative.
5. Assumptions and critical comments.

We suggest that prior to reading these summaries that the reader examine the program chronology and the brief history of the program. Even though we have divided the program into several components, we feel that no component or part can stand alone. The Goals for Bellingham program was, in effect, a system of ways to stimulate citizen involvement in long-range planning. We ask that you keep this systems perspective in mind when designing your own futures program.

1. Staff and Support Services

Purpose:

To initiate a community program designed to elicit citizen input for the Comprehensive Plan and to emphasize a futures approach to planning.

To be a liaison between citizens and the City Council and between citizens and the Planning Commission concerning this community's long-range planning.

To coordinate whatever activities are initiated.

To provide support services in these activities.

To recruit for and publicize the program activities.

To plan with the Advisory Group for adjustments to the program.

To provide an ongoing evaluation of the activities and an overall evaluation of the program.

Selection:

The Director was self-nominated, then endorsed by the Planning and Development Commission. He then recruited Co-Director and they, in turn, recruited several student interns.

The Director of the City's Civic Partnership Office volunteered her services as an adjunct staff member.

Activities:

Coordination: (and Communication)

Informs and receives feedback by meeting periodically with
- Advisory Group
- Planning and Development Commission
- City Council - Sub-committee, Planning and Community Development
- Individual members of City Council
- The Mayor
- Planning Department
- Individual Department heads in City Hall: Public Works, Transit, etc.
- Each other

Plans how to carry out Advisory Group recommendations.

Recruits citizens for Task Force, Policy Teams, Neighborhood Meetings, (by phoning, letters, taking media shows to service clubs.)

Holds public meetings - public hearing, film nights, etc.

Support Services:

Trains Task Force. Meets with each Task Force member individually prior to his/her meeting.

Facilitates Neighborhood Meetings.

Facilitates Policy Team Meetings.

Locates needed resources: meeting places, speakers, local experts, documents; coffee pots, electrical outlets, slide projectors, butcher paper, pencils, coordinates clerical duties for program.

Provides the "glue": asks questions, answers questions; encourages when needed, discourages when needed; gives examples of other community programs, of other program incidents, hums and humors, plays the fool.

Publicity:

Solicits advertising.

Talks with press, on radio shows; on TV.

Makes posters, fliers, brochures.

Writes and delivers news announcements for radio stations.

Writes calendar for newspaper.

Attends meetings of service clubs, churches, etc. and asks to be on agenda.

Talks to high school classes, grade school classes, college classes.

Results:

The program, as it was.

Assumptions and Comments:

1. A comprehensive citizen participation program must be staffed: citizens need support services.

   Yes. Although citizens have proven they can do relatively sophisticated planning, we feel they should not be expected to provide the time and money for the back-up work necessary to any worthwhile program. Furthermore, they deserve to have access to informational and educational resources of which they may be unaware. A staff could be provided from City Hall, Civic organizations, consultants, colleges, paid citizens - but in our experience this type of endeavor in a city this size must be staffed.

2. A part-time staff is adequate for a program of this nature.

   This might have been an erroneous assumption on our part. Insure that you have the time and resources to adequately mobilize your community.

3. A program of citizen participation can be staffed by people from a college.

   The problem with Goals for Bellingham was not so much that the staff was from the college, but that the staff was not also from the community.

In most instances, the program does not indicate that either staff or participating community were perpetrating traditional "town and gown" roles. The staff received consistent endorsement of the value and maturity of its "student" members (who spoke before Lions Club, League of Women Voters, etc; singlehandedly coordinated publicity (and evaluation) events with newspaper, radio; acted as coordinators and participants on Policy Teams; etc.) In fact, the many instances of college-community cooperation were one of the most refreshing aspects of the program.

Through the Volunteer Coordinator from City Hall, the program had access not only to a community staff member, but also to a professional community organizer. The program would not have maintained itself without her insights, communication skills, knowledge of both this and other communities. The Goals for Bellingham questionnaire was solely her invention and responsibility and not only provided sound feedback for the program, but stands in its own right as an invaluable citizen planning tool for Bellingham. Although she too had full-time commitments elsewhere, this liaison staff member greatly eased the potential community-college split.

Nonetheless, there was a large element of the non-participating community who can be assumed to have been skeptical or hostile to, a college-promoted program (for the usual reasons). To the extent that there is a stereotyped environmentalist-business schism in the nation, we were handicapped as a staff by being from a college of environmental studies. Perhaps if some community residents are involved in writing the grant, or if one community resident is hired as co-director, the results would be different. Perhaps, as mentioned earlier, a full-time college staff would be enough to insure adequate community access and understanding of the program. Whatever the reasons, the community did not assume the kind of responsibility for the program which could be hoped for.

4. The professional staff of the Planning Department will provide educational and informational support to staff and citizens.

Lack of support from this source was a severe drawback to the program. Unlike Seattle 2000, they did not have the staff time to devote to the program. In certain instances, it was obvious they also did not have the willingness. One committed individual expended every free moment to appear at meetings with citizens and staff, but this was not enough. The sporadic and incomplete participation of the Planning Department, along with its vague directives concerning both the present and future comprehensive plan was frustrating to all concerned. (See Comment, Neighborhood Goals.)

5. Community decisions are best made when everyone has access to all information and communications.

We shared anything anyone told us (the Planning Department, Mayor, Advisory Group) with anyone else in the program, and we stated what we did not know. The results of being open in a program like this are what one might expect. You confuse some people and others consider you naive. How do you ever know whether the credibility you lose is equal to the credibility you gain?

From the beginning, the project director made it clear to the media, City Officials, and citizens that this was to be an open community process - we were direct about all aspects of the process, our failures (mistakes) and those of others. The City Government was surprisingly tolerant of this.

You lose credibility with those who expect a staff to know exactly where a program is going. We did. One does not normally run an open-ended evolving process on a project this size, basing next month's activities on what happens now. Somewhat inefficient, and may or may not be effective.

6. In a program such as this a staff is best run as a team.

Just as he set a precedent with the media about openness, the director dissolved staff hierarchies. We shared decisions, leadership, responsibilities. Because we each had full-time responsibilities elsewhere, this caused occasional pressures and sloppiness. The community was sometimes confused. It requires a lot of patience and trust, but we frankly don't see how projects requiring unpredictable talents and sensibilities can be run any other way.

2. Advisory Group

Purpose:

As citizens, to advise the staff in developing a program suitable to the nature of their community.

To obtain informal feedback concerning the reception of each stage of the program by the community.

To aid the staff in assessing this feedback.

To act as an "informal" liaison between the community and city government. (One member of the Advisory Group was also a member of the Planning Commission and was designated as liaison.)

To act as a liaison with community groups to which each member belonged.

To select a Task Force for conducting the goals process.

Selection:

Ten people, chosen by Planning and Development Commission, (of the city) intended to reflect a variety of community and individual perspectives:

Pulp and Paper Industry Executive
Insurance Broker
College Administrator
State Senator and Planner
Architect, and Member of Planning and Development Commission
Labor and Trades Representative
College Student
Attorney
Housewife and Community Volunteer
Hardware Supply Business Owner

Activities:

First Year

... Met eight times as needed (determined mutually by staff and Advisory Group). Six to eight attended each lunchtime meeting.

... Individually attended program functions - Task Force training, Neighborhood Meetings, etc. - to keep informed of process. Four participated consistently.

... Individually acted as spokesmen to the media: on TV and radio shows, in the newspaper, to organizations.

... Participated in deciding appropriate groupings for Policy Teams.

... Conducted an evaluation process:

Nine months into the program, the Advisory Group was directed by the Planning and Development Commission to answer the following questions:

Had the process been consistently open to the community?

Had the neighborhood goals been accurately incorporated into the Policy Team proposals?

To answer these questions, Advisory Group members each read the neighborhood Goals and Policy Team draft documents, and met with the Planning and Development Commission. They affirmed the process and the Policy Team product.

Second Year

Reviewed each of the Policy Team media shows before allowing them to be finalized for public viewing.

Critiqued and formulated questions for the Goals for Bellingham survey.

Results:

Staff Enriched!:

The Advisory Group (members) provided access to resources: community groups, clubs, citizen talents, etc.

The program, through these people, had face-to-face contact with diverse groups and citizens outside of its formal activities. Advisory Group individuals could answer questions regarding program philosophy, method and calendar.

These Advisory Group members did receive some feedback, positive and negative, which might not have been offered to the staff. It appears Advisory Group members were relatively objective, open - earnest in sharing this feedback with the staff and each other.

As a result of their participation in program activities, they were each able to dispel myths or inaccuracies concerning the fairness and openness of the project in their informal contacts with friends and acquaintances. This supported the program's repute.

To the extent they acted as needed liaisons and mediators between staff and community, between Policy Teams, between staff and Planning and Development Commission, etc.; they maintained an integrity to the program which might have been difficult for a staff, especially one from "the college" might not have been able to do.

After about four months, the liaison between the Advisory Group and the Planning and Development Commission did not perform his intended role.

The second year of the program, activity and interest of some Advisory Group members dwindled.

In summary, the primary result of the Advisory Group - its selection, its activities, and its relation with staff and the Planning and Development Commission was that in the face of controversy, i.e. community skeptics and an evaluation demanded by the Planning and Development Commission, the integrity of the program was maintained. The Advisory Group was respected by the community and government, they had the facts and they supported the program.

Ultimately, the program did buckle some from the pressure of community criticism and/or indifference. In other words, the degree to which there were flaws in the selection of Advisory Group members; flaws in communication between them and the staff and with the Planning and Development Commission; flaws in Advisory Group participation: to that same degree the program failed to maintain itself in the face of community controversy. Whatever the results of the Advisory Group's efforts, they were not enough.

Assumptions and Comments:

1. A staff can delegate responsibility for program communications with its sponsoring group - the Planning and Development Commission - to one member of the Advisory Group.

   There should be two liaison members and the staff should assume a role of greater communication with the Planning and Development Commission.

2. An Advisory Group can function and maintain concern for a program with minimal communication from staff and program participants.

   While the staff communicates via memos and phone calls with the Advisory Group, it probably should have meetings with each of them to discuss program tactics, problems, points of interest ... the intriguing and human interest aspects of such an endeavor. Don't deprive your Advisory Group of the fun of this line of program!

3. Without support or training, a selected group of citizens will be able to martial solutions to sophisticated community controversies: philosophical schisms of growth vs. no growth policies, long-range vs. short-range planning, governmental vs. private controls, etc.

   Initially this Advisory Group did an excellent job of accepting the complexity and value conflict inherent in a comprehensive planning effort. However, when incessant opposition concerning the "radical" nature of some goals proposals arose, especially from the business interests of the community, several members abstained from actively supporting the program.

4. This specific group of people will insure the participation of the business community in the program.

   Although these members did provide an entrée into the business community, they were not strong enough to confront the initial disinterest and eventual opposition of status quo interests in town.

5. Meetings of an Advisory Group should be held only on need.

   While the Advisory Group appreciated that meetings were not held for the sake of meetings, it could be that attendance and program awareness might be increased if meetings have a regular schedule . . .

Generally concerning the above assumptions:

The dynamics of the Goals for Bellingham Advisory Group represent one of those community mysteries:

It is difficult to assess whether a different and/or stronger Advisory Group with better staff support could have overcome the eventual resistance to the program; or whether the nature of the present Bellingham community is not amenable to long-range planning, especially without more direct support of a City Council, Mayor and Planning Department.

3. Task Force

Purpose:

As citizens, to conduct neighborhood workshops in which fellow citizens will write goals for the city's future.

Selection:

Twenty-seven people (out of forty) nominated by the Advisory Group as recommended by key organizations such as PTA, League of Women Voters, Chamber of Commerce, Mayor's Advisory Committee, municipal associations, plus a few who offered to help after participation was solicited in the newspaper. Phoned by Volunteer Coordinator.

Activities:

Attended two meetings at which they went through the six-hour modified Brookings process and discussed how to implement the technique in a meeting of their own.

Each then led one or more groups of citizens through this process, modifying it to his or her liking, and with staff help if desired. Each formed a list of people to be invited besides the general public; and chose a mode of introduction for their meeting: a movie, a City Council person, etc.

Attended a meeting of Task Force members to evaluate this particular process, its strengths and weaknesses. (See Appendix)

Attended a final meeting to read all the goals collected by this process in order to divide them into appropriate areas for Policy Teams.

Results:

Effective meetings!

Twenty-seven citizens, with varying degrees of staff assistance, conducted twenty-nine goals sessions, two meetings each, for a total of fifty-eight workshops.

Twenty-seven citizens further developed group leaderskip skills and learned one technique for aiding an individual to state a goal or priority for future planning and to examine the potential consequences of these ideas for self and others.

As citizens, Task Force members intentionally considered long-term planning and a future's perspective with others for the first time.

Outsiders or professionals did not lead citizens through this process.

Assumptions and Comments:

1. Citizens can be trained to conduct workshops for other citizens.

   True! As with any volunteer effort, occasional individuals may do less than professional jobs in leadership roles: facilitating discussion, guiding debate, organizing information, etc. We provide a staff member or another citizen as a back-up.

   The primary inadequacy of Task Force members was that common to both the community and to City Hall in general: either they did not have a concept of "future" themselves, and/or they could not motivate their fellow citizens to think creatively in a long-range futures sense. Could more or different training sessions do this?

2. Citizens will want to do this.

   The majority of Task Force members stated they enjoyed, and benefited from, the opportunity to be with the staff, each other, and neighborhood people, discussing ideas for their town. It seems that given a chance, people like to do this: "Anticipatory Democracy" if you wish.

   Some Task Force members resented being guided through a structured goal writing process although the staff had encouraged them to modify it and invent alternatives if they wished. Several said they would have been more comfortable asking people to a session in order to simply discuss planning and futures.

   To avoid this, more time could be given to training sessions, and to discussions regarding different methods of eliciting goals from citizens. This way a Task Force might be/feel more responsible for, and effective with, a novel process. HOWEVER, many of our Task Force members were reluctant (and/or refused) to give more than one meeting to training which indicate it could be unrealistic to ask people for more of their time.

3. Citizens will be more effective facilitators than professional staff.

   Hard to say.

   The fact that several citizens at each meeting knew their Task Force member may have helped to establish an informal atmosphere conducive to sharing. Could a "staff" person, as an outsider, create this atmosphere as well?

Concerning Selection:

It should be noted that this Task Force was diverse, and was not only composed of "regulars" in the civic scene. However, it excluded the poor, unknown, less literate, etc. The process required a verbal leadership and the people were selected with this bias.

It would seem the selection of a Task Force depends upon whether you want quantity or quality and from whom. A diverse cross section? A guaranteed community power group? Those capable of an expert planning product?

4. Neighborhood Goals Workshops

Purpose:

To provide citizens with an opportunity to consider collectively their concerns regarding long-range planning by reading, writing, and discussion.

To elicit and document citizen input both for the Comprehensive Plan of the City and for budget priorities of the City Council.

Selection:

Location and dates generally chosen by Task Force members and given to staff.

Public invited:

By letters from the staff to a list of invitees given by Task Force.

By flyers mailed to every household with city water bills.

By radio, newspaper, posters, announcing each meeting time, purpose, and location.

By notices sent home via school children at each of the schools at which a meeting was held.

By a slide-tape show made specifically for the program to introduce its philosophy, organization, and purpose, which the staff took to service clubs, churches, schools and lunch groups.

By City Council, Advisory Group, and Planning and Development Commission personally asking people to attend.

Activities:

General format: two three-hour meetings.

First Meeting

Generally introduced by a member of the Advisory Group, Planning and Development Commission, or City Council, who explained the purpose and nature of Goals for Bellingham.

Next, the issue of long-range planning and future alternatives was raised by the Task Force and/or staff person, and futuristic thinking was encouraged either by talk or by showing one of two films used for this purpose.

This was followed by a modified version of a process developed by the Brookings Institute for Governor Evans' Alternatives for Washington program. (See Appendix.)

Each attendee produced a personal Goal for Bellingham's future with accompanying indicators and consequences of that goal. Instructions to return to the next meeting with a written Futures History (and a friend) were given. The staff provided papers, pencils, coffee, tea, etc.

Second Meeting

These were complicated by the presence of newcomers and by those from the first meeting not returning:

Those returning continued the process of Sharing Alternative Future Scenarios and producing a Cross Impact Matrix. (See Appendix.)

Those arriving were taken aside by the staff member, introduced to the program, asked to write a goal, and then were encouraged to enter into the Cross Matrix process.

Later in the program, because feedback had been given that citizens wanted only one meeting, the Second Meeting was run as a First Meeting.

Everyone was told that his or her goals, indicators and consequences would be recorded verbatim to form a document for public reading.

Everyone was told that the goals would be examined and that later in the program the topics addressed by each of them would form the basis and guidelines for Policy Teams.

Results:

A bundle of papers!

400 goals by 360 people, sixty meetings, 1,080 hours of citizen interaction.

A diverse range of response from "a fruit tree in every yard" to "In the year 2000, human beings in Bellingham will have sufficient food, air and water in order to exist and maintain quality of life." Primarily very present-day goals.

Goals for Bellingham familiar to the community from discussion of the meetings by schools, newspaper, TV, people; films.

Healthy indication of profile in the community: 100 people attended a public hearing for the goals program.

In summary, enormous variety of community discussions occurred among an enormous variety of people. Daughters explained to fathers why increased mass transit is a necessity, apartment owners discussed single-family residential areas, retired folks told younger folks why they should or shouldn't work. Severe, difficult and meaningful interchange.

Assumptions and Comments:

1. Citizens can give meaningful input concerning community planning to government leaders.
2. Government will use this input.

Whether or not the Goals for Bellingham Goals document is meaningful or useful, residue of citizen input is a value judgment to be made by each of us. The extent to which either the City Council or Planning Department of Bellingham value this information is yet to be decided.

In any program, it would appear that any determination of the validity of the first assumption is interdependent with the validity of the second assumption. Here we encounter the crucial interface between expert and novice, specialist and generalist, planner and user, government and citizen:

Firstly, to what extent will planners listen to and/or respect the non-technical language of a citizen? Are they willing to interpret and incorporate this information? Do they expect and accept "civic literacy"?

Secondly, is this potentially cumbersome process worth the planners' time? Does citizen input result in better planning?

3. Citizens can think in a long-term framework or with a futures perspective.
4. Government leaders and employees can think in a long-term framework and with a futures perspective.

It was our experience that Bellingham citizens and planners tended to envision the future as very similar to the present. Both appeared reluctant to consider goals or plans whose implementation were not congruent with existing structures, policies, values, or situations. People were most comfortable when working toward "probable" futures.

The original intent of Goals for Bellingham was to ask people to dream" "What would you like your town to be like in the year 2000? Disregard how one might achieve this situation." Predictably, yet always disconcerting, communication consistently broke down between those who were discussing what they'd like, and those who were concerned with the pragmatics: - how, or what it costs, the tenuous connection between means and ends . . . The perennial contradiction; perhaps this confusion could be alleviated if citizens were explicitly asked to distinguish between their long-range visions and values and their immediate opinions on specific community plans.

We might have been at cross purposes with ourselves in this regard: Goals for Bellingham was billed both as a futures program and as citizen input to the Comprehensive Plan. Unfortunately, people are often unable to relate these two perspectives, and incorrectly see the two as one, or insist on only one or the other.

This leaves three options for long-range planning and the development of civic literacy.

A. *Citizens are asked to give input both on the level of philosophical long-range goals,* and also *on short-term specifics. Planners choose and interpret.*

B. Planners offer alternatives both on philosophical long-range goals and implications, and also on short-term specifics. Citizens choose and endorse.

C. Planners plan; citizens react.

5. Citizens want to talk about the future and their community with others, with planners.

Yes!

With a few exceptions, the majority of evening groups wanted to stay and talk with each other. Discussions of future or community planning are normally relegated to armchair conversations with a few friends or to situations of public conflict over immediate and incremental community decisions. These meetings and their format provided a non-threatening apolitical opportunity for citizens to deliberate publicly in a relaxed, informal manner.

In this regard, the Neighborhood Goals Meetings were the highlight of the program: simply the number and diversity of participants and the quality of their small group interaction was an exciting and hopeful community experiment.

6. The modified Brookings Process is an appropriate method for:

- citizens to consider long-range planning,
- citizens to share with each other concerning long-range planning,
- Citizens to give input to a Comprehensive Plan.

This process deserves an entire critique itself as it applies to citizen participation, but is outlined in the appendix. For a community critique, see Task Force evaluation of the process.

As with any process, there are a series of tradeoffs:

A. It is a written process.

This eliminates much of a population, inhibits others. Comments such as "I feel like I'm in school", "I can't write", "I froze when you gave me the pencil" were heard. Several citizens felt the fact they were to write and that it would be read limited their creative thinking.

On the other hand, a written process gives credibility to a program, gives an air of deliberation and seriousness to citizen input, and insures a means of communicating with others. There is a different commitment given by writing than by speaking.

B. It is a "packaged" process.

This sets a tone of inflexibility, with concommitant results. To the extent that a formalized system requires a behind-the-scenes organizer, the implication to citizens of a "packaged" program is that they are not entirely running the show. Perhaps this inhibits some citizens from feeling the program is really theirs. And is it?

On the other hand, the modified Brookings Process is a structure intended to produce individual reflection, group interaction, and an organized outcome. As such, a momentum is created which appears to produce 'more' communication than that provided by a round-robin discussion. Perspectives, issues and results are somewhat organized for the participants. The individual is involved in producing, not just reacting.

C. Perhaps these techniques expedite communication in mass society. We recommend experimentation with them.

7. There is a tendency to assume (hope) that any process open to all members of a community will represent that community.

While this was not assumed by the staff, it was assumed by many in the community: many who wrote goals felt they represented the Bellingham community; many who did not write goals feared that the goals document would be seen by others (government officials) as representative of the community.

In an open process such as these neighborhood meetings, it must be remembered that the outcome only represents the people who participated. It may or may not reflect the community as a whole.

A. It is a process which emphasizes the clarification and statement of the views of each individual.

This means that the view of an individual is not lost or compromised, not immediately subsumed by group consensus. Rather, each person sees his views juxtaposed with those others, not inhibited by them; sees the consequences for him; compares his interpretation of his goals to others' interpretations of his goals -- all the while that he maintains an unchallenged integrity. Thus, the ramifications of individuality are explored and validated prior to any opportunity for concensus and conformity. In this way the Brookings process is a valuable communicative device.

While this method was very appropriate to the civic literacy purposes of the program, it was confusing as input to the Comprehensive Plan. Quite naturally, the Planning Commission and Planning Department wanted consensus on community values. They wanted decisions made, rather than an expression of the diverse needs and broad range of demands which exist in any community for which one is planning.

A one-year program could perhaps deal with the expression of community needs, but it could certainly not address the problem of consensus, except in gross superficialities. The staff and Planning Commission misunderstood each other on this.

5. Policy Teams Process

Purpose:

To write policy guidelines for the Comprehensive Plan and for the City Council, incorporating the ideas in the neighborhood goals document and also including the ideas and research of each Policy Team member.

Selection:

Of Policy Team Categories:

Members of the Advisory Group, Task Force, Planning Department, and the public-at-large met and listed categories which seemed to emerge from the Goals document:

> Economic Base/Employment, Transportation, Housing/Residential, Pollution Control, Recreation, Arts and Cultural Activities, Education, Public Utilities, Social Services, Industry/Commerce, Quality of Life, Citizen Participation/Government, and Shorelines.

(They divided into pairs and each pair read a segment of the goals, together deciding the category or categories to which each goal could best be assigned.)

Teams were consolidated:

> Citizen Participation/Government, Commercial/Industrial, Economic Base/Employment, Community Services, Education, Housing/Residential, Leisure Activities, Pollution Control/ Resource Quality, Transportation, Shorelines.

After the first meetings, Industrial/Commercial and Economic Base/Employment merged, leaving nine teams.

Of team members:

Open to anyone who heard of them:

... by brochures left throughout the community.

... by announcements in the newspaper, or radio, and by posters.

... by letters of invitation from the mayor of Bellingham and from the Advisory Group, written to each person who wrote a goal.

... by phone calls made after names were solicited from local officials, the Advisory Group and key citizens.

... by a media show explaining the purpose of Policy Teams, which the staff took to thirty community organizations and service clubs.

Activities:

Teams met with program staff, a member of the Planning Department and another expert, to discuss the suggested format for writing policy: Goals; Objectives; and Policy Guidelines. Questions were answered, examples given.

Each team chose a chairman, a recorder and a coordinator. Coordinators from each team would meet to maintain communications among teams.

Each team met approximately ten times from January to March:

Most teams spent the first few meetings in ad-hoc discussion of subjects relevant to their policy team and simply airing each member's viewpoint. A few began listing and organizing topics and tasks.

At the third meeting teams turned in a summary of their activities. This was printed and shared among teams, the Advisory Group and city officials.

After the eighth meeting, coordinators met to discuss the results of each team's efforts and to discuss a form appropriate for the final product.

Teams submitted goals, objectives and policy guidelines to the Volunteer Coordinator's office where they were typed and collated to form the "Policy Team Preliminary Draft."

The activities of each team have not been described in detail. Predictably, there were ten different methods of approaching the task. Some researched their policy formation, talking with city transportation managers, getting planning maps, reading, etc; some did not. Some demanded majority voting, others evolved concensus, others presented alternative and minority reports.

This document was received by the Mayor, City Council, Planning Commission, Municipal Departments, and is available to the public at large.

Results:

Varied for each team, each participant.

In a community of 40,000,

... One hundred and seventy five citizens collaborated to produce a twenty-seven page document concerning long-range community planning, including their own opinions and those of 360 other people.

... one hundred and twenty five citizens spent at least six hours (two evening meetings) discussing city planning, long-range futures and human welfare.

... seventy of the 125 citizens spent at least thirty hours in relatively detailed examination of the alternatives for some aspect of community planning: housing, social services, transportation.

With little direction, individuals in nine groups of five to fifteen citizens made some kind of collective decisions about substantial issues in their community and confronted a means of doing this.

This was simultaneously the best and worst facet of Goals for Bellingham: the most painful and the most hopeful. We feel it deserves the diversion of an editorial:

For example, with a boundless topic and a large team of significantly conflicting views, Housing team members moderated their own arguments, disciplined their activities to a calendar, and sought to accurately reflect the entire community. They demanded compromise of each other, and yet also chose to leave some of their differences exposed in order to educate others to the alternatives available. A mature enterprise.

Lack of direction probably resulted in unnecessary difficulty for the Economic/Commercial Policy Team, and this contributed significantly to the eventual negative reception of the program by much of the business community. As with Housing, they had a large group with varied and opposing views, and their topic was even more complex and nebulous.

With no other recourse, they spent the first few meetings in tedious and unproductive jockeying with what at one level would be called 'superficial' semantics; yet on another level these semantics were integral to very different assumptions about the nature of communities and human needs and to commitments to deeply different social philosophies. Many people resigned from the team.

It is difficult to assess what kind of direction would help this process, without coopting it altogether. A strong chairperson might inhibit those using semantics immoderately and unconstructively as a political tactic. A well-spoken and acrobatic economist might clarify the implications of different political and economic perspectives. But can any one method help people lay out the consequences of emphasizing growth or steady state policies, public or private contracts, industrial or service economies? Or must we only grapple with these differences incrementally in day-to-day decisions? This will be the "sticky business" of "anticipatory democracy": to what extent can and should we plan? When the issues are complex, can we solve them without cooptation?

We were negligent in not being more helpful to the Economic Team, and probably caused unnecessary hardship. However, those who stuck with the team proved themselves adept, creative and lucid in dealing with their differences. Their tolerance, restraint and, even, objectivity is adequate proof for Assumption 4, this section.

Other teams had less controversy, and differing amounts of energy and innovation. The results of the 'weaker' teams would undoubtedly have been better with more direction, education and encouragement; the results of other teams would probably have been hindered by such interference. Be prepared to respond to either situation.

Assumptions and Comments:

1. Citizens will want to spend two nights a month for half a year to discuss and write policy guidelines for civic leaders.

   Naturally, there was mixed motivation from those involved. Some said they did not "enjoy" it, but participated from commitment to citizenship and a better community. ("someone has to do it"...) Others wanted either to defend or change a situation. Others were relieved at the opportunity for long-term thinking and comprehensive planning. Others love political forays. And some just want a night out . . . Obviously, more citizens will want to spend this time and energy if they trust that their work will be used.

2. Citizens can give meaningful input to government leaders concerning community planning.

3. Government will use this input.

Again, as with the initial Goals, whether or not the Preliminary Draft statement of the Policy Teams is a useful input to city planning is a value judgment to be made by each of us.

In this case, we do not know the extent to which either the Bellingham City Council or the Planning Commission values this citizen document. They have all read and discussed it. Unfortunately Goals for Bellingham is coincident with significant changes in city administration: a new Mayor, four new council persons, and a new planning director. These people had no commitment to the program, initially.

The process for drawing up the new comprehensive plan has been delayed and changed. However, the new planning director was a supporter of the program, and has confirmed that the Policy Team Document will be one component of citizen input to the Comprehensive Plan, along with the Goals for Bellingham survey.

Any citizen input, to be meaningful, requires a consistent, if minimal, attention from Civic officials. It would be prudent to locate key officials and to try and insure that there will be a means for continued recognition of citizen input that transfers through administrations; and to evaluate the risks you are taking if a key official does not endorse the idea of citizen participation and will therefore avoid using citizen input. It is criminal that the quality of time and effort which citizens contribute to a process, especially the type required at the policy level, be ignored or to no avail.

4. Citizens can formulate relatively sophisticated input concerning comprehensive planning without the aid of planners and experts.

The quality of the policy team guidelines will have to speak for itself. Citizens wrote them with minimal assistance: some invited local officials knowledgeable on their Policy Team's issues, interviewed a few people, and had one member of the Planning Department attend some of their meetings. With the exception of the Pollution Control and Transportation Teams which had a number of academic professionals, no team had significant recourse to "experts", or educational services. Neither the staff nor Planning Department had formally prepared readings or briefings for the teams.

Obviously many citizens are experts; can produce substantial information concerning community alternatives. Moreover, they will invent means to do this, and many will exhibit tolerance and industry in providing mediation for intricate controversies.

This does not mean that the job will not be made more effective and more easy by support services from planners or "experts". For instance, it would be interesting to know what the results would have been had the Policy Team process also been structured as a "package", perhaps extending the Brookings Process further.

5. Citizens can listen to and represent the views of other citizens.

This is thoroughly discussed in the Results section. Certainly there were "lobbyists", on each Policy Team. However, it was our experience that entrusted with the prior views of the 360 goals writers, each Policy Team was relatively rigorous and earnest about incorporating the positions of their fellow citizens, even when in disagreement with them.

The integrity and openness of most participants was optimistic evidence.

6. Public Opinion Survey

Purpose:

To get widespread citizen reaction to the suggested goals and policies of Goals for Bellingham, and to the process itself.

To compare the views produced by a self-selected group of people with those of people selected by a scientific sampling.

Selection:

Of Respondents

There were two separate samples: a) General Public; b) Those who had participated in some way.

A) Systematic sampling taken from the telephone directory. (A proven method, although it discriminates against newcomers in the community).

B) Systematic sampling taken from the list of participants.

Of Questions

Mail questionnaire composed by the City Volunteer Coordinator, after consultation with each Policy Team as to their needs, and with the Advisory Group and staff. Questions primarily based upon results of the Goals and Policy Team documents, but also on general issues which might be indicative of community attitudes useful to any citizen, official, or planner.

Activities:

Whatcom County - W.S.U. Extension Service was approached and agreed to co-sponsor the survey. W.W.S.C. provided key-punch and computer services.

Questionnaire researched, formulated, tested, and eventually mailed to both samples. Followed by two follow-up mailings, the first to the entire sample and the second to non-respondents.

Responses were printed for prompt public distribution. A meeting was held to share and discuss the results of the survey with program participants. Eventually a copy was mailed to the Advisory Group, Task Force, and Policy Team members.

A complete analysis and report on the significant aspects of the survey was prepared by a W.S.U. graduate student. One mini-report analyzing education-related questions has been written.

Results:

Excellent. Response rate was 63.9% for general public and 71.9% for participant samples.

Policy Teams members were able to compare their positions with those of citizens on issues such as types of industry and education preferred, day care and housing priorities, and recreational and transportational needs.

The tenor of the Policy Team document was reinforced. The respondents' emphasis was on development of natural resource industries and on environmental protection. The survey pointed out that the conflict experienced between "environmentalists" and supporters of "heavy industry" was a real one. Both program participants and survey respondents indicated they wanted Bellingham to grow at either the same rate as present, or slower.

The participant respondents had a median age of 36 and a median residency of 6 years, whereas survey respondents had a median age of 45 and a median residency of 20 years.

Assumptions and Comments:

1. A mail questionnaire can test whether there is agreement with policies of a program, whether a program is known to a community, whether a program is accepted by a community.

   The survey results showed definite opinions to be held by both samples -- often agreement, sometimes disagreement. They seem to be a good reflection of public and participant opinion at the time the questionnaire was mailed. The problem comes with getting the returns processed quickly and back into the policy writing and reporting activities. Also such a large, complex survey is difficult to interpret. It contains too much information. Again the program was hampered by the fact that all staff members had other full-time jobs. The computer print-outs were passed through numerous hands in search of someone with the time and nerve to attempt analysis of the cross-tabulations. The final report was produced one year after the survey was first mailed, and, while very well done, it came too late to be used by the Policy Teams. The survey can, however, stand on its own as a valid form of citizen participation.

   Knowledge and acceptance of the program were both high among the general public, but those who were familiar with and/or approved of the program were more likely to return the questionnaires.

2. A community-wide survey will lend credibility to the program, whether goals are validated or repudiated.

   We don't yet know what the effects of the survey will be. There were frequent expressions of hope that the survey would be a touchstone of reality when no one knew how far afield the Policy statements would wander. However, the survey did not ask people to dream about the future the way the program participants did. It was not intended as a measure of the program, rather as a corallary. How program supporters and detractors will use the results, if they use them, remains to be seen.

7. Media Feedback Program

Purpose:

To provide citizens the opportunity to comment on the critique the proposals of each Policy Team.

Selection:

Two consultants hired to form a slide-tape presentation concerning the main proposals or issues of each Policy Team.

Activities:

Consultants interviewed members of selected Policy Teams, recorded their views of the team's proposals, took pictures of relevant sites, interaction, examples, and produced eight 7 - 20 minute slide-tape presentations.

Shows were edited by the Advisory Group. The staff consulted with Policy Teams to determine the issues on which each team wanted community feedback, and devised simple questionnaires.

After showing the media programs at a meeting open to Task Force members, Policy Team members and the community. The media shows, accompanying questionnaire and viewing equipment were put in City Hall for anyone to check out and share with a group.

Results:

Very little.

The Housing, Education, Transportation, and Community Services shows were each shown twice. Questionnaires were filled out by six different groups.

The Bellingham community now has slide shows on issues of Citizen Participation/Government, Community Services, Education, Housing, Leisure Activities, Pollution Control/Resource Quality, and Transportation -- several of which are informative and which might be useful as discussion tools in further community planning. The City Planning Office is presently reviewing them with this purpose in mind.

Assumptions and Comments:

1. The greater the number of community residents who participate in a program, the more representative of that community the program will be.

   This may or may not be the case. However, it is crucial that a distinction be made between an open process and a representative process. Goals for Bellingham was open to anyone in the community who heard of the program. This does not mean that those who chose to participate necessarily represent an accurate cross section of townspeople. They are a self-selected group of people whose product - (the goals document and the policy draft) - represents only themselves. People have difficulty understanding this.

   On the other hand, there comes a point at which citizens must entrust other people with their views in order to consolidate a stance for decision-making. As discussed in the Policy Team section, it was our experience that the majority of Policy Team members who were entrusted with the task of including the goals of their fellow citizens in policy guidelines, many with which they disagreed, exercized objectivity and openness: they acted as representatives -- not lobbyists. However, it seems the only certain way to validate this representation is to go back to the people and ask them - and it was to this end the media shows and the city-wide survey were conducted.

2. Although small groups work best at in-depth tasks, feedback from a larger group will enhance the product.

   Obviously it is too cumbersome for large groups to work efficiently at the policy level. The media shows were designed to share the quality work of some citizens with their larger community, and to educate, in some instances, while receiving feedback in others. Because we did not get a significant opportunity to receive feedback from the media shows, we do not know the extent to which it would have modified the original proposals of the Policy Teams. We would like to know if any of you try it. Perhaps this is too elaborate as a two-way communications mechanism, and extensive two-way dialogue in the planning process may be a luxury.

3. The media shows should go out to the community immediately after the completion of the Policy Team preliminary draft.

   This did not occur because the Planning Department asked for a shelving of the Goals program while an Advisory Group evaluation took place. This prevented the media consultants from working during the summer as they had been contracted to do. When they did begin in the fall, they took seven months to complete the task - thus putting the program at a standstill for nine months. When the media shows were ready, it is understandable that both the community and Policy Team members had lost a great deal of interest and momentum.

Epilogue: The Future of the Future in Bellingham

In June, 1976, the Goals for Bellingham program was officially completed. Many citizens sighed with relief as they looked forward to sailing, hiking, gardening, and "business as usual" without periodically receiving notices or calls to attend Policy Team meetings or hearings. After two years, over 1,100 fine people had written goals, served on committees, or Policy Teams, filled out surveys, viewed media presentations, or had offered advice to elected and appointed officials about Bellingham's future.

Among members of the community there are some very good and some very bad feelings about Goals for Bellingham. Generally, the government (City Council, Mayor, Planning Commission, and Planning Department) remains strongly in support of the intent of the program. On the other hand, business and industry (will) remain skeptical about Goals for Bellingham, and will probably continue to view it as a potential inhibitor to economic development.

As for those citizens who dedicated many hours to the program, a few have pledged to carry the spirit of Goals for Bellingham (on) into an action-oriented lobbying effort. In the Fall of 1976, this group of ex-Policy Team members hopes to analyze the Policy Team report from a cost-benefit perspective and to recommend programs, plans and legislation to the appropriate agencies for consideration.

While this represents an overt attempt by citizens to "finish" the process, several other results of Goals for Bellingham have surfaced since June, 1976. The Mayor has instituted a system of neighborhood organizations to advise him on future planning issues. He credits the Goals program with providing a precedent for his system and has recruited a former member of the Citizen Participation Policy Team to implement the system.

The County Parks Department has incorporated the report of the Leisure Activities Policy Team into its new long-range plan.

The Planning and Development Commission, in a letter to the Goals staff voted unanimously "to accept the Goals for Bellingham final document as input for the upcoming comprehensive plan."

Intuitively, we feel that people in Bellingham feel closer to government. Internally, the city appears to have officials who are responsive to citizen participation. Given time, both the city and county appear to have the necessary human resources needed to plan and implement a variety of desirable "alternative futures."

However, as we complete this guide, it is the factor of time that leaves us far from feeling secure about the city's future. Externally, the Northern Puget Sound region is growing quite rapidly. As our future needs for food processing, energy supplies, and recreational space increase, so will the pressures increase on Whatcom County and Bellingham to provide these goods and services. Historically, we have made some tragic mistakes in similar situations i.e. the Green River Valley near Seattle, the Coast of New Jersey and Delaware, the off-shore area of Southern California, and the back country areas of the Smokies, Sierras and Rockies. These are, for the most part, mistakes caused by no planning rather than poor planning. In these cases we have followed short-run economic "instincts" and now lament the consequences of our "progress".

Even with the marvelous human talent that resides in this mid-sized city, the task ahead will be extremely difficult and complex. There is little time to waste and a great deal to lose by "letting history take its course."

APPENDICES

CITIZEN INVOLVEMENT IN A COMMUNITY'S FUTURE:

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The Modified Brookings Process

During Governor Dan Evans' Alternatives for Washington program, a group of 150 citizens known as the State Wide Task Force was guided through an imaginative, and, we feel, effective process for soliciting citizen views of the future. It was designed by Warren Zeigler, a distinguished futurist at Syracuse University, and adapted by the Brooking Institution of Washington, D.C. for use in Washington state. We modified the process to fit Bellingham and used it to gather goals at neighborhood meetings. Basically, the process insures the following:

1. Citizens must think as individuals about the future, and express those thoughts clearly.

2. Citizens must be able to communicate their views of the future to one other person, then to several others.

3. Citizens must consider the positive and negative impacts of their proposals with regard to several systems i.e. the state, county, etc.

4. Citizens can test their perceptions of a "desirable" future against those of fellow neighbors, and openly discuss any differences or agreements.

The basic idea behind this process is for citizens to create a blueprint for the best possible future and, ultimately, to begin work toward achieving that future. You are, in effect, attempting to write history before it occurs, and then go out and make it occur! This process allows the citizen to use both "hard" data i.e. facts, trends, statistics, and "soft" data i.e. one's intuition, imagination. Both types of data are, we feel, necessary for constructing the blueprint.

The results of this process were over 400 visions of the future of Bellingham. These basic visions or goal statements, served as the "data" for writing program and action-oriented policies during the Policy Team process.

Exercise One (Intention)

1. State the long-range purpose of the goal you propose.

   Illustration: "My purpose is to improve public school education in the State of Washington."

2. How would you make this purpose operational? What are your specific goals for 2000?

   Illustration: "My goal is to triple the per capita investment of funds in the individual student by 1985."

3. How would you know that you had realized your goal? What measurements or indicators can you use to show that your goal has been achieved?

   Illustration: "The per capita investment in the individual student in Washington in 2000 would be around $3,000 a year."

   Question: Would the fact "indicate" that you had improved the educational process?

Exercise Two (Consequences)

1. This exercise is for the purpose of assessing the impact of the achievement of your goal. It is to analyze the consequences or the impact of your goal upon aspects of the region, city, county and upon the individual in 2000.

2. What are to be the consequences, or what is to be the impact of the achievement of your goal in 2000?

   What are the positive consequences?

   What are the negative consequences?

Name ____________________

GOALS FOR BELLINGHAM

GOAL ____________________

____

____

INDICATORS 1. ____________________

____

2. ____________________

____

3. ____________________

____

CONSEQUENCES

The State

Positive ____________________

____

Negative ____________________

____

The County

Positive ____________________

____

Negative ____________________

____

Bellingham

Positive ____________________

____

Negative ____________________

The Individual

Positive ____________________

____

Negative ____________________

____

Exercise Three (Cross Impact Matrix)

1. Groups of 5 or more meet to record goals on matrix.

2. The goal statements are arranged in an agreed upon order in the matrix. Then, each individual, using his goal, performs the following exercise.

   (1) He studies the goals of all the members of the group.

   (2) First, he assumes that his goal has been achieved, that the goals of the others have not been achieved. Working horizontally across the matrix and marking the upper right hand triangle of each cell, he indicates whether the fact his policy is realized and its goal is achieved either enhances or inhibits the achievement of the other goals. If there is no effect, he indicates this fact, too.

   (3) Second, he assumes the other goals have been achieved, while his goal has not been achieved. This time, he works down the matrix, a vertical cross impact process, marking the lower left hand triangle of the cell.

   (4) Each individual performs the above cross impacting process with his goal. Individual evaluations are arranged in the large cross impact form, and the members of the policy team proceed to rank the goals in terms of their impact upon the other goals.

   (5) This process enables the team to rank their goals in terms of their priority and in terms of their sequentiality in the overall process of inventing a future Bellingham.

++ = strongly enhances
\+ = enhances
o = no effect
- = inhibits
-- = strongly inhibits

CROSS IMPACT MATRIX

	1	2	3	4	5	6	7	8	9
1	▨								
2		▨							
3			▨						
4				▨					
5					▨				
6						▨			
7							▨		
8								▨	
9									

Assume your goal has been achieved.

Assume all other goals
have been achieved.

Exercise Four (Scenarios 2000)

1. Each individual writes a 200-word scenario describing the Bellingham which his goal would produce if realized by 2000.

2. A scenario describes what Bellingham would be like if the individual goals were achieved. A scenario will describe the state of affairs as they will be in 2000 if the intentions expressed in your goal statement are realized.

3. Basically, then, a scenario is a description of what Bellingham will be in 2000, an anticipation of the future which you have invented.

4. This description of Bellingham 2000 is written from 2000. In other words, place yourself in 2000 and describe what you see as a result of the realization of your intentions.

GOALS FOR BELLINGHAM

POLICY TEAM PRELIMINARY REPORT

Submitted to the Advisory Group
and the Bellingham Planning and
Development Commission

BELLINGHAM
2000

PRELIMINARY DRAFT

June, 1975

GOALS FOR BELLINGHAM

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HOUSING/RESIDENTIAL POLICY TEAM

The goals, objectives and guidelines which follow are the result of much effort on the part of those who worked with the Housing/Residential Policy Team. To prepare this document, nine meetings were held with an average attendance of 12, representing various viewpoints. A major problem encountered in writing this document was in giving it enough strength to be meaningful and yet enough flexibility to be adaptable to future changes.

A couple of points should be mentioned concerning our report. First, a number of feasibility studies are included in the guidelines. It is our intention that after the studies have been undertaken, the recommendations of the studies should replace the present guidelines. Secondly, many of the guidelines require money and staff for their implementation. Although some mention is made of pursuing state and federal assistance and of increasing the city tax base, this group is not in a position to effectively designate money to specific programs. This must be the responsibility of the City Council and other governing bodies within the city.

It was a basic assumption of the members that present housing trends will continue, in context with the goals, objectives, and guidelines as developed by this policy team. With some changes, the basic characteristics of Bellingham's residential areas should be maintained.

We feel that this is a comprehensive document on housing. However, there are some issues which were not discussed and/or not reflected in the final document. First, the possibility of high density areas was discussed but no decision was made as to how high this density can/should be. Also, the question of transient housing (motels, hotels, hostels, etc.) was discussed but not included in the final document.

GOAL: Develop and implement planning policies and zoning regulations which will direct and control urban residential patterns and which will enhance the quality of urban living.

A. Objective: Establish and implement a comprehensive plan which provides for a quality urban environment and which increases the efficiency of residential areas.

Guidelines:

a. This plan will relate to and be contiguous with the county and regional plans.
b. This plan will include a variety of residential environments so as to offer a choice of densities, amenities, locations, and life styles.
c. Part of this plan will be the development and implementation of a comprehensive housing plan to meet the needs of all people, including the handicapped, transients, the elderly, students, and low income individuals and families.
d. It should be encouraged at the state level that all efforts be made to prevent the displacement of present residents from existing housing and in such cases where displacement does occur, assistance should be given to those individuals who need it.

e. Maintain the lower density zones as areas of single family homes.
f. Encourage convient work, schools, small stores, housing, and playgrounds within neighborhoods.

B. Objective: As in now provided for, a primary function of the Planning and Development Commission, utilizing the City Planning Staff and citizen input, will be to develop zoning ordinances conforming to the requirements of the comprehensive plan.

Guidelines:
a. Better define the cluster development zone making provisions for single family homes, apartments, townhouses, condominiums, mobile homes, common green areas, recreation areas, parking, preservation of the natural topography, landscaping, etc.
b. Zone areas specifically for cluster developments, especially near the central business district and other business districts.
c. Establish guidelines for the construction and operation of condominiums.
d. Revise trailer park ordinances to foster better living environments and to reduce visual impacts on surrounding areas. This should provide for planning for recreation, densities, and green areas.
e. Zone existing residential areas to preserve the qualities which make them desirable to the present residents. (densities, views, rental/nonrental ratios, etc.)
f. Develop and implement residential zones of densities between the present RL1 and Suburban zones.
g. Zone to preserve natural assets. (open space, waterfront, trees, topography, views, wildlife, ect.)

C. Objective: Once the comprehensive plan and the zoning ordinances conforming to that plan are adopted, the Board of Adjustments should stringently follow the existing guidelines concerning rezones and variances so that the integrity of the comprehensive plan can be maintained.

D. Objective: Develop and implement programs to better involve citizens in all phases of the planning process.

Guidelines:
a. Limit tenure on citizen advisory committees to not more than six years.
b. Increase publicity concerning issues and the decision making process.
c. Require developers to make available detailed information on proposed projects for citizen comment prior to the initiation of any approval process by the City.

2. GOAL: Maintain Bellingham as a small city that retains and improves the characteristics which constitute a desirable residential environment.

A. Objective: Preserve and improve existing residential environments without destroying qualities which make them desirable to present residents.

Guidelines:
a. Preserve open spaces in established residential areas to allow for neighborhood gardens, multi-use recreational areas, pocket parks, visual relief, etc. Convert some little-used streets to green areas to increase the amount of usable open space.
b. Better enforce the provisions requiring property owners to maintain their

property and buildings within fire, health, and visual standards. This would include regulating the storage of building materials, old cars, trailers, etc.

c. Continue to support the Arts Commission Landmark Registry for the preservation and restoration of historic buildings, monuments, and places.

B. Objective: Encourage the rehabilitation of older housing except in cases where the structural stability cannot be restored.

Guidelines:

a. Seek funding to expand existing rehabilitation programs in this area.
b. Establish a coordinator for all rehabilitation programs whose office would also serve in an educational and advisory capacity. (As is mentioned later, this could be one of the responsibilities of the Bellingham Housing Authority.)
c. Study the feasibility of changes in the city building codes which would encourage rehabilitation rather than demolition of housing while maintaining health and safety standards.
d. Seek changes in the property tax structure to encourage rehabilitation of housing.

C. Objective: De-emphasize the need for the private automobile in residential areas.

Guidelines:

a. Provide safe pedestrian and bikeways.
b. Close some streets to through traffic where this can be done without limiting access to private property.
c. Do not widen residential streets.
d. Install stop signs and/or speed bumps at most residential intersections.
e. Reduce speed limits so as to conform to residential densities.
f. Persuade WWSC to provide adequate parking and encourage students to use this parking only.

. GOAL: To encourage and facilitate energy conservation and sound environmental policy as related to housing and the community.

A. Objective: Reduce energy consumption in residential areas utilizing energy-conserving designs, building materials, and other measures.

Guidelines:

a. Encourage the use of energy-conserving design in construction and rehabilitation of housing. A feasibility study should be made concerning requiring the inclusion of solar heating units (as has been proposed for the shoreline of California), the inclusion of facilities for household recycling, and/or other alternative energy designs.
b. Make a feasibility study of expanding the city building code to allow for energy-conserving design, materials, and construction. Experimental building designs and materials with the proper safeguards to insure minimum standards should be encouraged.
c. Require more efficient insulation on all new housing.
d. Make a feasibility study on the establishment of a recycling program with house-to-house pick up which could operate at a cost lower than comparable garbage pick up.

- e. Give financial and public support to local non-profit educational groups who are actively working with energy conservation.
- f. Establish criteria for determining the soundness and usefulness of used building materials and encourage their recycling into housing.

4. GOAL: The money and authority should be available to the city to meet the housing needs of its residents.

A. Objective: Develop financial policies to support new housing programs.

Guidelines:
- a. Broaden the city tax base.
- b. Seek out state and federal funding and assistance.

B. Objective: The city should actively pursue changes in county, state, and federal laws so that the city can take a more active role in meeting its housing needs.

Guidelines:
- a. Preserve open space and esthetically desirable areas by revising the property tax structure.
- b. Establish a rent subsidy program for low income individuals and families.
- c. It should be general policy that the city would handle all of its financial transactions in banks offering low interest rates to low income people for purchasing homes.
- d. Pursue changes at the state level in the property tax structure to facilitate the improvement of homes and property without an increase in taxes.

Because of the complexity of the housing situation within the city, we see the need for a local public housing agency to oversee all issues related to housing within the city. Among the responsibilities of such a group would be:

1. To make studies as to the present housing stock and the need for more housing, using these studies to make recommendations for projects to be undertaken by such an agency to another body;
2. To do any and all things necessary to obtain funding and/or cooperation for all of its programs from agencies of the city, county, state, and federal governments.
3. To conduct programs for the needy, low income people, the handicapped, and elderly and non-elderly;
4. Utilize in these programs construction of new housing, rehabilitation of existing housing, and/or provide rent subsidies for rental units owned privately; and
5. To serve as a coordinator of all housing related projects which are being conducted within the city.

As there is presently a Bellingham Housing Authority which has the legal authority to be responsible for these tasks, it is our decision that the present housing authority should expand its program to include the services listed above and any others which would be necessary.

In order to facilitate these actions, the following steps should be taken:

1. The City Council should continually monitor the actions of the BHA requiring that annual reports with recommendations be made public.
2. The Mayor should appoint people to the BHA who will pursue all the responsibilities listed above.
3. Tenure of the BHA should be limited to 2 terms of 5 years each.
4. Four ex-officio members should be appointed to the BHA so that major special interest groups in Bellingham would be represented. (Such groups might be Good Housing for Low Income Citizens, the construction industry, architects, elderly, realtors, and developers.) These members would have all rights of others appointed except for the right to vote.

ALTERNATIVE GUIDELINES:
(These are minority options and are not necessarily agreed upon by a majority of the members of the Housing Policy Team.)

2C Limit through traffic to designated arterials.

2C Emphasize the expansion of mass transit rather than relying on an increase of parking areas.

3A Pursue changes in the rates for electricity and fuels to favor the least consumptive users.

3A Legalize the coohabitation of 3 or more unrelated people in all residential zones to facilitate the cooperative use of cooking, heating, and shelter facilities.

3A Materials used in construction should not be extremely intensive in their production and should be long lasting.

TRANSPORTATION POLICY TEAM

Goals are stated initially with relevant policy guidelines following. Rationale for goals and policy guidelines have been included when policy team members felt reasoning was not self evident. Comments of team members are also noted. A policy team vote was tabulated for each goal and policy guideline to provide an indicator of group commitment.

1. GOAL: Improve and expand Bellingham's transit system.

Guidelines:

a. Establish a supplementary transit system to provide night and Sunday service and featuring special facilities for the elderly and physically handicapped.
Comments: This is envisioned as a demand-responsive, point-to-point, radio dispatched system either added to the present transit system or contracted to a private operator. Funding possibilities include UMTA and revenue sharing for capital acquisition and UMTA and CETA for operations subsidies.

b. Give substandard bus route arterials reconstruction priority over non bus routes.

c. Prohibit curbside auto parking along narrow collector and residential bus route streets during bus operation hours.

d. Develop surface maintenance program for bus pull-offs.

e. Maintain bus system flexibility and responsiveness to increasing demand.
Comments: Frequency and range of service should be increased through purchase of additional buses. Service should be extended into Whatcom County. Night service to 11:00 p.m. should be instituted. A number of participants wanted 15 minute bus service throughout town. Special service should be provided to all city and county industrial areas. And special facilities and routing for senior citizens and handicapped.

f. Employ low cost, modular passenger shelters and increase seating at major bus stops.

g. Consolidate downtown bus stops on common corner, increase seating; provide passenger shelters, transit information and token dispenser.
Rationale: Relocating stops on common corner would omit need for street crossing when making transfers.

h. Acknowledge the transit system as an element of the Bellingham Comprehensive Plan. Integrate route and service planning with settlement design.

i. The Transit System should be converted to a non-polluting (noise and air) system as soon as technologically and financially feasible.

2. GOAL: Improve and maintain the aesthetic qualities of Bellingham's street system.

(2)

Guidelines:

a. Institute an advisory design commission composed of professionals such as architects, landscape architects, urban planners, engineers, etc. This commission would review plans for such things as:
   (1) Parking lot designs (requiring landscaping and pedestrian facilities)
   (2) Street designs (landscaping, lighting, bikeway design)
   (3) Subdivision design
   (4) Street tree planting plans, etc.

b. Permit and encourage functional deviation from street reconstruction standards with respect to sidewalk requirements and design.
Rationale: Sidewalk provision and design requirements are unnecessarily rigid. Alternative designs, such as pavers and packed particulate paths, should be considered to promote aesthetic diversity. Warrants for sidewalk provision should be carefully assessed. Requiring paved sidewalks on both sides of streets isn't always reasonable; in some cases vegetation and/or unpaved paths are more desirable.

c. Do not widen arterial streets in residential neighborhoods if relocation of auto parking can be achieved to provide adequate operating space.
Rationale: The widening of arterial streets poses a threat to residential and aesthetic qualities: water permeable surfaces are removed, opportunities for street tree planting are curtailed, buffer zones between pedestrian and vehicular traffic are reduced and overall aesthetices suffer. Case in point: Garden Street, improvement of which should be deleted from the six year street improvement program in favor of removing street auto storage.
Consequences: Maintenance of and opportunity for enhancement of aesthetic street environments in residential areas for the traveling public as well as area residents. As in the case of Garden, WWSC and landlords would be forced to provide additional off-street parking if levels of parking service are to be maintained. (It should be remembered, however, that students are one of the most physically fit groups around, and can be expected to survive walking.) Overall ease of travel and safety for through traffic will be enhanced as roadway capacity is increased.

d. Encourage, develop, adopt and implement street tree planting and landscape improvement programs for arterial streets, residential areas, mall parking lots and trail corridor streets.
Rationale: Provision of aesthetic street environments; noise and pollution buffers, visual screening and selective aesthetic clearing.
Comments: Citizen initiative and participation in neighborhood landscape themes should be encouraged through public policy.

e. Develop civic center park/mall beautification project involving redesign or closure of Grand Street (Medical Center to Central Avenue), Central Street and Lottie Street. Encourage cultural use (ie. street fairs, fine and performing arts displays) of open space created.
Rationale: Aesthetic improvement of civic center, enhancing pedestrian movement.
Comments: Off street automobile storage facilities will be needed; redesign should involve elimination of street parking. Penetrator bikeway access should be provided, development should be coordinated

with Whatcom Creek improvements. Merely improving the appearance of downtown should not be viewed as a measure which will sustain the viability of the downtown business community.

3. GOAL: Develop pedestrian malls in the central business district.

Guidelines:

a. Construct off-street peripheral auto parking facilities.

b. Install removable sidewalk malls in business district (remove street parking and extend sidewalk for additional pedestrian surface, apply landscape/barrier treatments at curb, provide benches, etc., see illustration.)
Rationale: Expanding the realm of the pedestrian downtown. Would provide space for street trees and sidewalk sales.
Comments: Construction would be on a block by block basis and would be removable. Initial installation would be experimental and permanency would depend on merchant and public acceptance.
Consequences: If installed widely, off-street parking would be needed to off-set the reduction in curb-side parking.

c. Develop extensive pedestrian mall designs in business district involving re-routing and restriction of through automobile traffic.
Comments: Through movement should be pedestrian, bicycle and transit only. This design would involve extensive reconstruction and re-routing. Farmers market and cultural activities should be element of mall scene. Free transit service to peripheral parking areas should be provided.

4. GOAL: Improve ease of circulation on Bellingham's street system.

Guidelines:

a. Urge relocation or dispersal of central post office customer and box holder activities.
Rationale: To reduce existing congestion and increase the capacity of the Prospect/Dupont arterial.
Comments: Relocation site selection and design should attempt to mitigate traffic impacts. Development of decentralized facilities to minimize transportation requirements for Bellingham residents.

b. Demarcate bike lanes on important bikeway streets - consolidate street auto parking to one side of bikeway streets for additional operating space when feasible.

c. Encourage construction and use of off-street auto storage to facilitate removal of street parking for increased vehicular capacity and bike lane provision.

d. Ban drive-in window facilities in downtown area which may interfere with traffic flow.

5. GOAL: Separate cross-haul truck traffic from residential areas.

Guidelines:

a. Construct truck route from Squalicum Parkway to Marine Drive.
Comments: Alignment could be Illinois Street or parallel to the Chicago Milwaukee Railroad through existing industrial area. Consider acquisition of abutting property for green belt and noise deflectors.

b. Construct proposed Squalicum Way truck route from Meridian to Hannegan. Comments: Avoid excessive filling of wetlands and construct to maximum width of 35'. Roadway design should be consistant with fisheries management considerations.

. GOAL: Reduce street construction and use in residential areas.

Guidelines:

a. Permit/encourage subdivision designs featuring limited street layouts, cluster design and peripheral parking areas.

b. Install traffic diverters in residential areas to control through traffic.

. GOAL: Improve Bellingham's bicycling and pedestrian environment.

a. Develop, adopt and implement circulation and facilities improvement plans for leisure, school and commuter oriented bicycle and pedestrian movements.
Comments: Major objectives should be provision of safe, aesthetically appealing, direct and continuous routes. Actions and planning processes of all concerned agencies should be coordinated with each other and with the city of Bellingham and Whatcom County with respect to pedestrian and bike trails. Feasible trail improvements should be included in all street, water and sewer construction and reconstruction projects.

b. Intracity trail cooridors should be designed for pedestrian bicycle, and horse uses, with multiple use considerations where appropriate.

c. Establish 1½ mile radius collector trail networks around elementary schools.
Comments: The term "trail" refers to a range of facilities, not just off-street surfaces, and both bicycle and foot modes.
Rationale: Safe pedestrian ways should be provided for students who do not have bus service available.

d. Provide a range of bikeway facilities including CBD penetrator facilities, arterial bike lanes, relieved traffic routes and independent bike paths.

e. Develop a comprehensive open space preservation and trail system. A city agency with appropriate real estate and planning skills should identify key open space corridors and purchase development rights and access easements to provide a continuous system of green belts and trail corridors.

f. Develop central business district/civic center bikeway penetrator and parking system.
Consequences: Some street parking along such penetrator routes would have to be removed, increasing needs for off-street parking facilities.
Rationale: To enhance healthful, low cost, low energy passenger transport into the core area. Demands for downtown bikeways will increase with growth of professional, office type activities.
Comments: Bike parking would be installed along penetrator routes, including a range of parking facilities. Penetrator routes can be either commuter or recreation (Whatcom Creek-Civic Center) oriented; A number of discrete penetrator projects exist and could be implemented separately or in conjunction with other improvements.

g. Publish bicycle and trails system users manual. Purposes being tourist information and promotion and practical code and safety education.
h. Include experienced cyclists in bike safety education program design and implementation.
Comments: Program should utilize local skills and local graphics; see bikeways committee bike education proposal, May 1975. September could be designated as bike safety month, featuring coordinated activities among bike dealers, Police and the school district.
i. Adopt and communicate resolutions (collective and individual) in favor of a state wide sales tax on bicycles and equipment; funds to be used for physical and educational improvements.
j. Adopt and communicate resolutions favoring mandatory, permanent state wide bike registration and marking; fees to be used as above.
k. Develop bienniel city bike registration and fee collection program to supplement state program.
l. Urge inclusion of practical bicycle code and traffic safety information in state drivers' guide.
Comments: Material should be addressed to non-cyclists as well as cyclists.
m. Apply for bikeway grants when available.
Comments: 1974 Fed. Hwy. Act grants will be available in 1976. Urban Arterial Board pilot projects should also be sought.
n. Provide adequate bike parking facilities (covered and uncovered) at all public places.
o. Improve railroad crossings at bikeway streets (ex. York and Railroad).

8. GOAL: Develop recreational oriented equestrian trail system.

Guidelines:
a. Develop and designate horse trails connecting county trails with city horse activity centers.
b. Design intra-city trail corridors for multiple uses.

9. GOAL: Bellingham as an Alaskan ferry terminal.

Comments: Site planning and design should be cooperative city of Bellingham/Port of Bellingham effort and should coordinate all transportation elements. Auto and truck parking and storage facilities will be located away from the waterfront to preserve shoreline aesthetics.

10. GOAL: Cheaper inter-city bus and rail passenger fares.

11. GOAL: Provision of bicycle storage systems in inter-city rail and bus operations.

12. GOAL: Establishment of an inter-island, recreational oriented pedestrian ferry to an Juan Islands and marine parks.

Comments: Could have bicycle storage facilities.

13. GOAL: Reduced reliance on and use of private automobiles.

(6)

Guidelines:

a. Enhance opportunities for Bus and bicycle travel.
b. Initiate and encourage car pooling.
c. Land use plan, zoning ordinance, building code and tax incentives should encourage alternatives to the single family vehicle.

ECONOMIC/EMPLOYMENT BASE/INDUSTRIAL/COMMERCIAL POLICY TEAM

Introduction

The economic, employment base, industrial, commercial policy team seeks to recommend guidelines for this question: How will the City of Bellingham, though not divorced from the surrounding area, meet the living needs of the people who reside within its limits? This boils down to how do we get the proper amount of food, clothing, shelter, clean air and clean water most economically. Economically shall be defined as converging upon the optimal utilization of energy and resources, including peoples' energy.

At present there is little serious poverty in Bellingham, (ie., people are eating, clothed and have a place to sleep.) Despite this there are many areas which might be improved. The fields are disappearing fast. Bellingham's air still smells bad and the bay is still polluted. Noise levels are increasing. Medical care is beyond the means of the average homeowner. The gap between the rich and poor is growing continually. Many people are still unemployed while many other's jobs are devoid of meaning. While these are not solely Bellingham problems, they are added to by inflation, and supposed energy problems on a national level.

Another concern is how do we get back community autonomy while we have so many strings tied to us by federal bureaucracy. These federal controls are compounded by lack of community control at home. In other words, Bellingham is ripe for outside capital coming in, purchasing land words, Bellingham is ripe for outside capital coming in, purchasing land for development at will and continuing the deterioration of the neighborhoods.

Our assets include bountiful personal and natural resources, excellent geographical location, a favorable, if rainy, climate, our forests, our waters, and our rich soil.

The goals document gives some perimeters which the Economic Policy Team can draw upon. The people of Bellingham, prefer limited over moderate growth, with more favoring limited than moderate (6 - 4); and more favor no growth to heavy growth, 3 to 0. Fourteen (14) people favor limiting industry, 8 favor moderate growth of industry, with 9 people expressing favor for no growth and 4 persons for heavy growth. Many of these goals expressed preference for clean industry. Industry can probably be understood in its usual sense, though broadly it would indicate anything which provides sustainment, for example cottage industry.

The overwhelming predominance of people who spoke to the subject would limit population growth, (15 for no growth, 11 for limited growth, 2 for moderate growth and 2 for heavy growth). Few spoke of methods for getting there. People would like more employment (9, with 1 directed to the handicapped people).

One of the largest areas of concern is the controlling of pollution in all forms, with 40 people favoring no pollution, 9 favoring limited pollution and only 1 favoring its continuance.

Transit was the area of the greatest concern with 82 responses to it; 6 would like more horsetrails, 8 would like better walking conditions, 20 would have better bike conditions and 45 would like mass transit; 3 people would like to see personal cars used less, and 3 people favor the use of personal cars on a limited basis, though 6 people favor better roads and alleys.

Fifteen (15) people would like to reduce crime. No one would like to see crime increase (there are no statistics to tell us if we had a fair sampling of the city's criminals).

Another major category is that people would like the quality of life to be maintained or improved. This is expressed in that people would like better education (21), more responsive government (14), more parks, green belts and open spaces (68), better health services (12), limited shopping malls except for a central one downtown, (18 mentioned limiting and 18 favored a downtown mall only).

One person sees this as a community center for markets and art, 3 would like a farmers' market. People would like to have underground utilities (3), end discrimination (2), and save trees (5). More control in zoning (17), might be indicative of people feeling like controlling their own communities. People would like to reduce noise levels (2), lower the cost of living (2), be less consumptive (2), limit land speculation (3) and have a different tax structure (4).

Comments on the quality of life continue in the housing field with 2 people in favor of keeping the old houses. Fourteen people would like adequate housing, including decent senior citizen housing. Seven (7) people would like less land under asphalt or cement, 6 would like pure drinking water, 3 people favor acquiring the shorelines for the public, 7 would like more access to shorelines, 16 would like child care centers, 14 favor recycling, and 11 people would preserve the natural setting. Six favor more sewers, 4 are for good libraries, 1 for a stadium, 2 for a convention center, and 4 would like more music and art. One person would like a more humane life, 2 favor neighborhood control and 8 would like more youth activity centers. Seven (7) would keep a small town setting, 6 would have community gardens and 23 people would like to save farm land and the community's fields.

Even though there is a diversity of goals the direction is very clear, people would like a better quality of life.

Given these perimeters from the goals document we can set down several areas in which we migh consider making improvements.

1. Energy consumption - The City of Bellingham can become more energy conservative. Some examples might be the widescale use of mass transit and other alternatives; composting rather than burning sewage sludge; ceasing the use of non-reusable packings, particularly aluminum, but also including steel, glass and cardboard; making use

of our organic excesses as in gardens; and emphasizing preventative rather than curative health care. These methods would also help to conserve our rapidly depleting resource stocks and reverse environmental deterioration.

2. Dissatisfactions with work roles and social structure, and with the economic and social insecurities of aging.

3. Discrimination in its various forms.

4. Lack of community control over community resources. It will be very difficult to do anything about pollution or rampant development as long as outside economic interests or local speculators can do as they will with Bellingham's land.

ASSUMPTIONS:

1. Bellingham is an integral part of the total plant earth, yet maintains a distinct identity; its own particular problems should generate its own unique solutions.
2. People, given a non-repressive environment in which to grow, are capable of wise self-government.
3. Ecological imperatives demand that we move toward improved modes of cultural, political and economic organization, and certain changes will become or are absolutely necessary.
4. These changes will come from citizens through increased awareness and involvement in community based activities.

RATIONALE:

Cooperation in solving common problems is more rational than profit oriented competition. Life is not a chess game, for while survival of the fittest is very true in some spheres, civilization implies decent living conditions for all people. The economic system determines in a large part peoples' consciousness and social interaction, therefore, economic systems should be as harmonious as possible. We have a choice - take responsibility for future generations or, as a noted local industrial leader said, "We can go out in blaze of glory."

1. GOAL: Develop a local life support system (economy) that optimizes the social, psychological, aesthetic, and physical welfare of all the citizens.

A. Objective: Encourage clean, harmonious, locally focused and locally controlled industry, making optimum use of our renewable natural resources; and discourage industry that pollutes, wastes, or destroys our natural resources or creates alienation within the community.

Guidelines:

a. The primary determinant of desirability of a given enterprise shall be the comprehensive long term social impact of the enterprise on the entire community.

b. Encourage and consciously promote desirable locally controlled labor-intensive industries such as: agriculture, aquaculture and fishing, forestry and forest products, food processing, fiber production and processing, light manufacturing (e.g., canning jar lids), boat building, education and research, tourism and recreational products, recreational and commercial boating and shipping, local commerce including farmers' markets and cooperative stores, public service employment, local public works projects, and individual arts and crafts.

c. Emphasis should be placed on neighborhood and community enterprise, i.e. small scale neighborhood oriented services; neighborhood scale co-operative city agriculture (especially the Whatcom, Padden, and Squalicum creek flood basins); cooperative neighborhood food processing; cooperative neighborhood child care; neighborhood meeting places, etc.

d. The downtown area should be revitalized and redeveloped as a pleasant and attractive pedestrian oriented center for governmental, financial, professional, commercial, and entertainment services.
  (1) Eliminate autos from central area and provide good free public transit.
  (2) Provide covered pedestrian walkways, peripheral parking, and bikeways.
  (3) Plan for comfort stations, open space, green belts, and public waterfront in the central area.
  (4) Retain residential areas including gardens and open space close to and in downtown.
  (5) Provide a large, permanent central public marketplace for local farmers, artisans, and craftspeople.
  (6) Phase-out heavy industry downtown.

e. Bellingham should provide comprehensive community-focused job training, retraining, and placement.

f. Bellingham should provide complete municipal recycling of glass, paper, metals, etc; and sewage sludge and organic waste composting.

g. Look for economies of scale in pollution control - mass transit, industrial parks, reclamation of waste byproducts, neighborhood recycling depots, etc.

h. Make effective use of the tool of local taxation to promote desirable development and discourage undesirable development:
  (1) Internalize the cost of pollution through effluent taxes, material use fees for dangerous materials, permit fees, etc.
  (2) Eliminate pollution promoting subsidies such as artificially low sewage, water, electric, gas and other utility rates to big industries.
  (3) Replace the B & O and inventory taxes with a tax on net business income.
  (4) Subsidize desirable services if necessary.

i. The city should have a policy of purchasing all the fields, shorelines, non-owner occupied rental houses and buildings within its limits. This is important if the community is to have the right to decide its priorities.

ECONOMIC/EMPLOYMENT BASE/INDUSTRIAL/COMMERCIAL POLICY TEAM

Scenario - Bellingham 2000

Bellingham in the year 2000 will be a clean, comfortable, slow-paced community of about 45,000 inhabitants working together for mutual benefit. The city will feature a clean environment, stable population, and stable economy with every citizen guaranteed the right to perform useful and productive work. Housing will be both single and multi-unit, with room for many alternative life-styles.

Transportation needs will be accommodated by pedestrianism, bicycling, and electric street cars with higher speed trains and buses for inter-urban travel. The use of private automobiles will be treatly dininished due to the well developed public transit systems. Bellingham's economy will be more diversified and greatly decentralized from its present structure, with non-community based corporations completely absent from the local scene.

The citizenry will define and regulate desirable economic activity for the city, and the workers in the individual occupations will define the management process within each enterprise.

The three economic sectors of the city will be well developed and nicely balanced. The primary or natural resource sector will play a leading role, with environmentally sound forestry still in a major position, plus greatly expanded employment in agriculture and marine resources. There will be a large secondary or manufactured goods sector with a wide variety of food processing ranging from freeze drying plants to creameries; forest product and by-product manufacturing will be diverse and wide spread; plus varied other manufacturing concerns such as boat yards and bicycle fabricators.

The tertiary or service secotr will feature a new South Side Shipping facility, as well as the usual retail and governmental services (including continuing education for all citizens). All industry will meet rigid anti-pollution standards.

Great care will be taken to provide and maintain industry that is harmonious with a pleasant living environment. Agriculture will once again exist on a significant scale within the city and serve the triple purpose of providing food, jobs, as well as green belt or open space areas. Large scale manufacturing and primary product processing will be consolidated in industrial park areas to facilitate recycling waste products and to help maintain continuity within the neighborhoods. The residential neighborhoods will maintain individual character, and each neighborhood will have only those small scale services (child care, recycling depots, markets, etc.) necessary to serve neighborhood needs. The specialized and large scale retail and service outlets will be located in the large pleasant downtown mall area along with the governmental, financial, and entertainment services. Sea-going commerce will be handled at the south side terminal while the north side terminal will be redeveloped for small boats, diversified manufacturing, and a park area.

Recycling of all materials will be a natural part of life. The burden of recycling however will be greatly diminished due to more durable goods, and lack of disposable products and packaging. Bellingham farms will benefit from composted sewage sludge from the city's treatment plants. Energy usage will be a fraction of the present level. The slower pace will be welcomed, and co-operative stability will become the prevailing ethic rather than competitive growth.

ECONOMIC POLICY TEAM

Alternative Report A

Introduction; Year 2000

The economic, industrial and commercial growth of Bellingham and Whatcom County will most likely be based upon technological developments and life style changes not yet dreamed of in our present planning. Energy production and use will continue to evolve until some point is reached which will allow humanity to balance consumption and availability.

It is our belief this will result in a society dependent upon electrical energy as its prime power source. To reach this point, power generating and storage systems will have to be invented and/or refined which utilize alternative resources such as solar, geothermo, tidal, wind, magnetohydrodynamics, hydro, nuclear, etc.

This report is presented as a realistic vision of how we should plan for our future locally. It is not presented as a consensus of the policy team or the neighborhood goals writers. It is the effort of a small group to blend the expressed concern of our citizens for preserving the environment and the real life fact that commerce and industry are basic to our capitalist system and that this system will endure.

The input to this document from the business and industrial community was virtually non-existent, however this cannot be taken as disregard for the preservation of our system. Individual planning for the future is a part of the every day life of business and industry. Open planning and communication cuts into the grain of the necessary competitive force which drives our capitalist system.

This competition in the work of commerce provides the initiative which has made our system strong and will continue to do so in the future.

1. GOAL: Commercial and Economic Growth

A. Rationale: The central business district of Bellingham should be adapted to a low energy consumption society. That is, [illegible] commercial sector should be confined to a very limited area to be more useful to a growing number of pedestrians; good use of multi-level facilities must be developed to consolidate retail services; and the legal, medical, financial, and simular service professions should locate in the horizontal and vertical perimeters.

B. Objective: If we recognize energy, or the lack of it, as the most dynamic force in our future, we will plan a system of low energy output for necessary services. Consolidation of these services, along with a mass transportation system will lower the per/capita expenditure of energy. Individual transportation will integrate with mass transit and perhaps use an entirely new power system.

With these things in mind and recognizing a large number of "Goals Writers" were concerned with an improved downtown, we believe programs of communication should be initiated which will bring together the people who can act on these goals.

A major public relations program should be undertaken and a survey conducted to find out if this revitalization will attract commerce and customers, as well as public support for funding the required changes.

Guidelines:

a. Forming a group or several groups, block by block, of property owners and renters to explore capital improvements to buildings, by remodeling or rebuilding, and to the public right of way by local improvement districts.

b. Explore ideas from other cities which have faced C.B.D. erosion. This could be initiated through the Chamber of Commerce or the City Planners office.

c. Project cost and time requirements for improvements on city right of way through the office of the City Engineer. Improvements of this nature could be funded by L.I.D., bond issues, or matching funds for storm sewer or urban renewal type funds which may become available.

d. Form citizens groups to promote public financing of mall areas, parking facilities, planting areas, or a shuttle bus system.

GOAL: Industrial Growth

A. Rationale: In keeping with the expressed wishes of many goal writers, the industrial growth should match the desire for slow to moderate growth in the population. It is universally accepted that new industry will blend with and not damage the environment. Todays laws will prove to be tools enough to convince existing industry of the wide spread concern for our environment and industrialists will continue to respond to this concern resulting in an ever better environment.

The industrial growth must respond to the need for easier transportation and one of the ways may be the use of industrial parks in close proximity to the areas of living. Another response may be the use of company or industrial compound transit systems as between Bellingham and Cherry Point.

B. Objective: Zoning now in force and future zoning changes should be analyzed from the stand point of proximity to housing and potential mass transit routes or arterials.

The concept of neighborhood industrial centers which are environmentally acceptable to residential neighborhoods should be encouraged.

Location of industries which require large volumes of shipping must be in close proximity to existing rail and water routes which are potentially the most efficient in terms of energy usage.

Guidelines:

a. Communication between the City and County Planning staff to plan residential and industrial areas in closer proximity where practical.

b. Plan through communication with owners of industrial zoned land, the ultimate use of the land to meet needs of this goal.

c. Work with and through the Whatcom County Industrial Development Council to encourage the concepts set forth here in - . That is clean industry, moderate growth, planned neighborhood industrial parks and transportation systems operated by outlying firms.

CITIZEN PARTICIPATION POLICY TEAM

Introduction

What should the configuration of our government be in the Year 2000? What alternative ways are possible for citizens to govern themselves? What kind of citizen participation is desirable for our city government? How can communication between citizen and city official be improved? To hwat degree can we assure that government is for the public interest? How can citizen and city official develop trust and mutual concern? How can the flow of ideas through the system be assured from all parts of the community?

Developing possible responses to these questions, and other like them, is the task of the policy team writing goals for citizen participation in Bellingham.

We operated within a set of assumptions. That the present City Charter will continue as the basis for Bellingham's government in the future is the first assumption. Within that framework, however, we have to assume that rules and regulations will increase in the future as government becomes more complex. Further, we assume that the citizens of Bellingham will retain their present economic and social mix and that those citizens are committed to participatory democracy. We also assume that Goals for Bellingham will continue as a process of planning for the community.

Based on those questions and assumptions, a list of major topics, drawn directly from the in-put of the neighborhood goal meetings, was developed:

(a) Appointed Advisory and Decision-Making Citizen Groups
(b) Education and Citizen Participation in Government
(c) Accountability in Government
(d) Procedural Aspects of Participation
(e) Use of Media
(f) Perpetuating Goals for Bellingham

Our purpose was to create from that outline specific short and long-term goals and policy guidelines which will bring to reality the primary goal, as defined by the Citizen Participation Team of Goals for Bellingham:

> It shall be the purpose of the Bellingham City Government to respond to and meet the needs of its citizens, through being open to the concerned participation of those citizens.

1. GOAL: Therefore, the city will assure that participation by citizens is representative of a true cross-section of the community.

(2)

A. Rationale: While there are a variety of boards and commissions in the city, there is no organized system which assures on-going citizen participation in each area of concern.

In addition, some groups are not represented (ethnic minorities, women, handicapped, people with low incomes), or are underrepresented, on the membership of many existing boards and commissions.

The decisions reached or actions taken be these bodies consequently are subject to criticism, suspicion and challenge by unrepresented citizens. Such criticism may be justified when the rich human resources of our city have gone largely untapped. In addition, there often are program requirements for citizen participation in connection with federal, state or private foundation grants. Failure to adhere to these requirements could jeopardize seriously the availability of important funding resources.

Guidelines:

a. Create a citizens advisory groups to survey appointed bodies, monitor government programs and funding in relation to citizen participation and evaluate the effectiveness of boards and commissions.
   (1) Examine existing boards and commissions according to function, organization, representation, method of selecting members, length of term and tenure of members.
   (2) Identify groups which are not represented or are under-represented.
   (3) Recommend appropriate action to assure adequate representation of all groups.

b. Council will take action on the recommendations.

. GOAL: Therefore, the city will educate citizens in the process of government.

A. Rationale: Many citizens are not thoroughly educated about the process and function of city government. Frequently citizens know more about the federal government than that which exists closest to them.

Sometimes city officials are reluctant to involve citizens at all steps of decision making. This reluctance is in part due to lack of confidence in citizens to make positive and well-informed decisions.

A well planned and well funded government education program directed at all the citizens will help people to become aware of their own resources for participation.

Education is also a matter of concern for those intimately involved with the decision-making process. Often individuals specifically charged with responsibility for decision making themselves lack knowledge of the political process. Since government should have the most expertise in its own operation, it ought to make sure that citizens understand it equally well.

Guidelines:

a. Publish a citizens' map and distribute it widely through the community. It shall include the following: ward boundaries, location of polling places, directions for registering, map of City Hall and Court House, names of elected officials, members of committees and commissions, key department personnel, an organizational chart of the city government, summary of the city budget, time schedule and places for all normally scheduled meetings and requirements for ordinances, petitions, and

hearings.
  b. Require in-service orientation program for all appointed commission and board members and city employees.
  c. Establish information booth in foyer of City Hall. (with benches for citizens)
  d. Develop education programs with local schools and colleges. (ie. high school student intern programs, faculty workshops on function of city government.)
  e. Increase utilization of educational services of Association of Washington Cities.

3. GOAL: Therefore, the city will establish and maintain programs which promote citizen participation in the decision-making process.

A. Rationale: In off-year elections when local issues are the only ones on the ballot voter interest is often the lowest. Attendance at public hearings or commission meetings is frequently minimal. Direct contact initiated by citizens with the elected officials on even the most important matters is often negligible.

Programs should be initiated and actions taken to get people involved in participatory democracy. These actions should be generated both by citizens groups and individuals and city government. The more people are exposed to the process the easier it becomes to participate. People will then be more responsive to the problems and views of city officials as both officials and citizens increase their confidence in each other.

Guidelines:
  a. Sponsor neighborhood meetings for the purpose of developing future issues and establishing goals and discussing neighborhood problems.
  b. Periodically call ward meetings for open forums.
  c. When a citizen group forms itself around a particular interest or concern, hold a seminar for clarification of how city agencies have impacted that concern. Citizens therby will be better able to attack the problem directly.
  d. Have complete agendas of all regularly scheduled meetings prominently printed in the paper and displayed in the foyer of City Hall.
  e. Develop a flow-chart of city decision-making with appropriate places for citizen in-put noted.

4. GOAL: Therefore, the city will require public [illegible] to be accountable to citizens.

A. Rationale: Because the quality of citizen responsiveness to government is determined by the rapport between citizens and their city officials, the quality of that relationship should be enhanced and maintained through making government accountable to its citizens. This should be true not only in the day-to-day work of employees of government, but also in the assurance that departments, boards and commissions of government will report their activities to elected officials and take positive steps to disseminate information to the public through the media and through personal contact. The quality of citizen responsiveness to government is determined by the candor of government officials and in the ease of access which citizens have to the governmental process and the follow-through on citizens inquiries and/or complaints.

Guidelines:
- a. Require formal follow-through by public departments to citizens on complaints.
- b. Require quarterly public accounting by appointive bodies.
- c. Establish procedures and policies for nominations and appointments to commissions, and require publication of that information with the qualifications for the various positions.
- d. Require that departments explain how they plan to involve citizens in proposed plans before budget allocations are made for those purposes.
- e. Require that boards and commissions set goals and aims and report to the Council as to their achievements.
- f. Create the highest level of professionalism and efficiency in local government officials.

. GOAL: Therefore, the city will protect and facilitate citizen participation through established procedural processes.

A. Rationale: When each citizen is assured that all citizens have the same procedural rights in relation to their government, then citizens are more likely to feel free to participate with confidence in the government.

Citizens need to know the limitations and the flow of decision making. Fair and judicious consideration of citizen testimony at hearings by all governmental bodies is absolutely essential for this community. At the present time the proceedings at public hearings are handled differently by different governmental groups. Citizens have no clear guide to the procedures at those hearings and no way for the citizen to handle grievances, except informally.

Government should also consider the difficulty which citizens have in finding their way through the maze of the increasingly complex city government.

Guidelines:
- a. Create a Citizens Advocate position to assist citizens in determining where to route complaints and in following through to assure that satisfactory action has been taken and to mediate between citizens and city agencies when there is an unresolved dispute.
- b. Create a Hearings Officer position filled by a person well-trained in parliamentary procedure, personal communications, and well-versed in concepts of fairness. This person would conduct all public hearings which are part of the city's decision-making process, allowing the decision-making bodies the opportunity to listen to and fully understand the hearing testimony.
- c. Establish procedures for citizens to petition the city for a public hearing.

5. GOAL: Therefore, the city will use media effectively to facilitate citizen participation in government.

A. Rationale: Using all means to inform the citizen about what is happening should be a top priority of city government.

At the present time in our city the media is not being used to the fullest

(2)

extent to keep the public well informed, up-to-date, stimulated and involved. Citizens are better informed when there is extensive and imaginative use of and access to the media not only by the government, but also by the people.

Guidelines:

a. Obtain more newspaper space and electronic media time.
b. Establish public access TV channel with possible broadcast facilities for non-cable users.
c. Utilize existing non-profit radio and/or sponsor a station.
d. Organize telephone talk-back systems for meetings and public forums.
e. Mail out information packages as a periodic up-date on the state of the city.
f. Utilize printed graphics in eye-catching handbills and posters to advertise citizen participation.
g. Establish public information kiosks and/or tackboards at strategic locations in the community.
h. To promote the bicentennial theme:
    (1) Bring back the town crier.
    (2) Create a downtown Independence Park with facilities for a year-round forum. (suggested area: between City Hall and library)

7. GOAL: Therefore, the city will perpetuate the process of Goals for Bellingham.

A. Rationale: Through well-attended neighborhood meetings, a dialogue between neighbors about the future of Bellingham began what should continue as an on-going process for the setting of priorities, and for the continued assurance to citizens that their participation is of real importance.

The government should be concerned with assessing its own progress in implementing the Goals for Bellingham, and be exercising leadership in the ways in which those goals can receive continued citizen in-put.

The future of Bellingham is the future of its citizens. To stifle apathy the government will have to work very hard and make a strong commitment to assure that citizens assume active importance in all decision making.

The future of Bellingham cannot be left to indirection and non-decision; neither can that future be left to a one-time only goal setting procedure.

Guidelines:

a. Continue the process of Goals for Bellingham.
b. Implement the Goals for Bellingham through establishment of a time table of development.
c. Evaluate the process and attainment of the Goals.
d. Create a position of Communications Officer (paid or volunteer) to maintain citizen participation through overseeing the action programs outlined in these Goals for Bellingham/Citizen Participation.

While the city of Bellingham has experienced progress in achieving citizen participation, those in the decision-making role should continually assess the progress of that goal through this definition of citizen participation:

> Citizen participation occurs within the governmental system when the goals of different citizens within the community are assured of a fair hearing and when government reflects and seeks out ideas from many segments of the community, in order to set priorities for the allocation of resources, both fiscal and human.

In the spirit of that definition we submit our report from the government participation policy team:

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Policy Team Meetings: February 13, March 12, March 20, April 15, April 24, May 8, May 20, May 28

COMMUNITY SERVICES POLICY TEAM

Introduction

The Community Services Policy Team has identified many areas of human need which should be met by various community service agencies, programs, facilities, or funding.

The areas which the team concentrated its efforts on are:

- Coordination of Community Services
- Day Care
- Handicapped
- Food Resources
- Youth Services
- Health Care
- Mental Health
- Public Safety
- Elderly

The team recognizes that the scope of "community services" reflects an even wider variety of agencies and problems involving many kinds of individuals and many varying social values. Our goals for community services, though, have been narrowed down to the above topics, as these areas seem to be present problems and challenges that can be realistically approached by the government and community members.

The following goals reflect the team's optimism and hope that there are possible alternatives and methods to deal with individual and group needs in the community of Bellingham.

1. GOAL: To provide for the coordination of community services in order to meet the many expressed and identified needs of citizens.

A. Objective: Establish, through City Hall or Planning Department, a "Community Service Department" that would be responsible for planning and managing the delivery of community services.

Guidelines:
a. Identify total needs of individuals. Determine general types of needs and problems that should be dealt with by a community service system.
b. Coordinate services so that individuals or families may become as self-sustaining as possible and also to prevent major types of problems from occuring.
c. Make sure that people within all social group categories are included and equitably served.
d. Provide services for people within all geographic subareas.
e. Establish communication between agencies through such methods as:
  1) Sending minutes of agencies meetings to a central facility.
  2) An informational monthly newletter sent to agencies and interested parties.
f. Use revenue-sharing funds to establish the office.
g. Utilize existing resources (including volunteer agencies) to aid in staffing and running the Community Services Office.

B. Objective: Provide services that are readily accessible.

Guidelines:

a. Make location of service amenable to needs of individual.
b. Schedule time (hours of day) so that services will be available according to the needs of the people.
c. Coordinate information between various services and agencies so that referral is easy to handle for the individual or family being served. A city-county telephone information line could facilitate referral service.
d. Coordinate programs, information, and efforts between the community service agencies so that their efforts are not duplicated and so that they all realize whether or not needs are being met. Communication between the agencies would facilitate a more efficient use of time and resources. It would also mean a better system could exist for the client to deal with.

GOAL: Offer all families child care options they believe to be most appropriate to their particular needs. Provide an atmosphere in which families thrive and children are considered a valued resource.

A. Objective: Offer a variety of child care services.

Guidelines:

a. Serve all age groups including the very young.
b. Special programs should be instituted for those groups with special needs are:
    1) Half-day childcare for kindergarteners
    2) After-school programs for the "latch-key" children
c. Child care must meet the needs of different lifestyles in the community. Each day care unit should center around the philosophies and goal of the families it serves.
d. Emergency, short term, and even overnight child care should be features of each child care unit.

B. Objective: Expand present day care facilities and services.

Guidelines:

a. 24-hour, 7 day service to serve parents working evenings, weekends, holidays.
b. Make better use of schools for children's activities during hours not normally used.
c. Provide child care on an ability-to-pay basis.
d. Utilize presently existing facilities such as churches and halls for child care services when possible. Expansion of facilities need not imply building of institutions.
e. Provide a transportation or carpool type service for those who may have difficulty getting a child to day care center.

C. Objective: Provide and maintain quality child care in Bellingham.

Guidelines:

a. Hire a day care coordinator who will oversee day care activities in Bellingham and act as a quality control person to see that each public day care center and licensed home meets minimum standards. Funding for this position can be available through Social Security Act or other federal funding programs.

b. Training programs (brief 1 or 2 days) for volunteers will help assure quality child care.
c. To fill the present staffing gaps, staff could be hired under programs similar to CETA.

D. Objective: Develop and adopt a city-county day care plan.

Guidelines:
a. Make use of existing research on Bellingham Day Care (Whatcom Opportunity Council Survey, Larse Larson, etc.) to assess day care needs.
b. Actively involve Planning Department.
c. Set minimum standards for facilities, training of personnel, child-staff ratio, nutrition, parent input, etc.

E. Objective: All members and sectors of the community have an equal opportunity to participate in the care and education of its children.

Guidelines:
a. Volunteers of all ages will be accepted to help in child care centers.
b. Persons with special skills they wish to share may contact child care center(s) and be sponsored by the center for special sessions.

F. Objective: Establish Council for Children, advisory to City Council and Council of Governments.

Guidelines:
a. Council would include day care center directors and Day Care Coordinator as members; Parents, teachers.
b. Council will make yearly report to update and assess adequacy of city/county day care plan.
c. Council will be responsible fo establishment of a pre-school resources library (to exist as part of the Bellingham Public Library) catering to the early education of young children and offering special learning programs through Bellingham Day Care.

3. GOAL: Provide all persons an equal opportunity to enjoy, utilize and participate in their community to the fullest extent possible.

A. Objective: Improve public facilities for the use of the handicapped and make them more accessible

Guidelines:
a. Comply fully with R.C.W. 70.92 regulations and standards providing for the aged and handicapped for old as well as new buildings.
b. Implement the following suggested but not required by R.C.W. 70.92:
    (1) Grades: automatic snow melting capacity for outdoor ramps or protection by walls and roof.
    (2) Doors: The force required to open any door should not be more than 8 pounds.
    In the case where there is an inner and outer door, there should be at least 6 feet between the two doors.
    (3) Washrooms: Faucet handles in washrooms should be levers rather than knobs.
    The hot and cold designation on water faucets should be raised or recessed for ease of reading by the blind.
    (4) Elevators: The control butoons in elevators should be mounted low enough to be accessible to persons in a wheelchair, and should

have floor numbers on buttons embossed or recessed to be felt by the blind person. Up and down buttons outside the elevator should be similarly embossed.

B. Objective: Provide adequate and appropriate public housing for the physcially handicapped.

C. Objective: Make the community accessible and enjoyable for handicapped persons.

Guidelines:

a. Deaf: (1) provide interpreters for deaf persons in court cases, social services, etc.
(2) At least one public phone equipped for partially deaf should be provided in the downtown area.
(3) Additional disaster and air raid signals should be implemented for those with hearing impairment.
(4) A manually interpreted news broadcast daily.

b. Blind: (1) Provide braille street signs.
(2) Relief maps of neighborhoods and downtown area.
(3) Bus schedules in braille at sheltered stops.
(4) Periodic gallery displays which contain pieces meant to be handled and with a variety of tactile experiences.

c. Mobility handicapped: (1) Hydraulic lifts in public transit to accommodate wheel chair patrons.
(2) Curb ramps on all sidewalks.
(3) Sponsor a wheel chair day in Bellingham.
(4) Remove railroad tracks from downtown area.

4. GOAL: Comprehensive mental health care, to anticipate and provide for the mental health needs of the local community.

A. Objective: Support a more informed community attitude toward mental health.

Guidelines:

a. Disseminate information regarding mental health. Special attention will be afforded law enforcement agencies and hospital emergency staff to maintain awareness of the unique problems of mental illness.

B. Objective: Support preventative measures which can help avoid later mental illness.

Guidelines:

a. Professional and para-professional counseling will be available to all. This will be available at existing facilities such as the mental health clinic, and also through schools, churches, YMCA, YWCA, etc.
b. "Support groups" will be established through the above local facilities. These groups will be an informal means for all people to meet with others, get to know each other, talk over personal or common problems, and provide and receive individual support.
c. More information will be available concerning the relationship of good nutrition and mental health.

C. Objective: Support for former patients of mental hospitals and individuals in counseling to re-integrate them into the local community.

Guidelines:

a. Continue to develop "halfway house" programs. These facilities would allow the individual a chance to find a place back in the community while still receiving support and counseling.

b. Get local employers to help integrate people in halfway house programs back into financial self-sufficiency. This could mean giving them jobs on a part-time basis at first, and/or low stress jobs to build up their confidence, while learning the job or skill. Employers could be subsidized for their support.

c. Also, mental health patients could be used in local community service projects such as: gardening, helping elderly people with maintenance work, etc.

4. Objective: Coordination of mental and physical health functions. It is our belief that these two are not separate.

Guidelines:

a. Medical doctors, psychiatrists, and various paraprofessionals may work as a team with individuals having mental problems. The "healthy body/mind" approach to therapy will be employed.

5. GOAL: An environment where people can feel safe from crime.

A. Objective: Support communication between citizens and law enforcement agencies.

Guidelines:

a. Establish a "neighborhood watch" program; get to know who your neighbors are and tell others when you will be gone for some time.

b. Have members of police force on a "walking beat" (or bicycling; horseback) in downtown area, parks, and neighborhoods to establish better understanding between them and the public they help protect.

c. Maintain quick communication with fire, police, ambulance through easily accessible phone line, perhaps one phone number which could connect to all agencies.

B. Objective: Support and understanding of crime victims.

Guidelines:

a. There will be a centrally located crime victims clinic for the aid and support of all victim-crimes. Emotional and legal counseling will be offered by a trained staff of paraprofessionals.

b. Support of presently active groups such as "Rape Relief."

c. Coordination and understanding is needed among many public service agencies to help prevent rape. The staff of hospitals, doctor's offices, police stations, and crisis clinics, should be aware of the personal needs of a rape victims.

6. GOAL: The establishment of programs designed to help individuals and family units to attain and sustain a state of food and economic self-sufficiency, meeting their total food needs.

A. Objective: Programs aimed toward helping people to meet and maintain an adequate nutritional level.

Guidelines:

a. By enacting ordinances and legislation designed to encourage and aide local food growers, processors and retailers to gather and distribute usable food which is presently being lost due to high labor, inefficient harvesting methods and high equipment costs. The priority usage for this food would be for citizens of Bellingham with excess going to County residents. The City would provide a coordinator among whose duties would be working with groups and bussing them to harvest fields, gleaning crops and other food gathering activites.

b. Broadening and expanding the Bellingham Commmunity Garden project.

c. Modification of existing city ordinances and tax incentives designed to encourage city property owners to donate or otherwise make land available for city food and agricultural projects.

d. The establishment of educational and informational program that creates a new focus toward organic agriculture, horticulture methods and practices. These classes and programs would follow the open community school concept. The goals for these programs could be to give each citizen the information and opportunity to provide for his/her own food needs.

e. A combined city and county agricultural project involving City Parks and County Parks labor, equipment and administrations working from a central plan to provide a garden space for each city, county or civic non-profit corporation, individual or group that desires it. These agencies would plow, fertilize, fence and otherwise provide assistance to each site established for such purpose. A site or plot fee paid by each citizen or their sponsoring agency would offset any undue department expense by either agency, for labor or equipment usage. A yearly budgetary allowance by city and county Parks Department will cover the balance.
Involve city and county prisoners and provide alternative work release programs instead of jail or prison terms.
Involve persons being treated and diagnosed in mental facilities and medical care units.

B. Objective: To improve and modify the quantity and quality of food production and distribution in Bellingham and Whatcom County.

Guidelines:

a. The usage of organic matter as a base for all agricultural projects that require fertilizers, replacing the usage of inorganically derived processed chemicals and chemical insecticides. This can be achieved by adapting the following two methods.
(1) By using sewage sludge (without chlorine added) from Bellingham's Secondary Sewage Treatment Plant to build soil and increase yields of locally based agricultural projects.
(2) By establishing a citywide composting operation that incorporate all organic wastes now collected from parks, businesses and residential homes. The process would involve using sewage sludge, leaves, grass clippings, manures and other organic materials. This activity could be conducted and administered by the City Park Department utilizing its labor and equipment.

b. The establishment of a city initiated and coordinated farmers market to provide an outlet for excess food from local gardens and commercially grown organic food from the local county area. The city would provide the following services.
(1) A centrally covered facility with electricity, water and physical materials needed.
(2) A coordinator whose salary would be paid by the collection of a nominal fee from those citizens who used the resources of the market.

c. By the levy of a city tax on all food and food products not grown in Bellingham or Whatcom County. This tax to affect all projects entering Bellingham and could be used by city government to underwrite agricultural projects adopted by city departments described herein this document.

7. GOAL: To provide resources and services that are specifically designed to meet the needs of the youth in the greater community. The resources and services shall cover all aspects of living including legal, health, educational, recreational and vocational services.

A. Objective: To improve and coordinate existing services and to provide other services as needed to give youth the opportunity for maximum personal growth.

Guidelines:

a. Creation of a Youth Services Bureau which would provide counseling in the areas of personal needs such as family relations, and sex education.
(1) Provide drug counseling.
(2) Provide a youth employment service which includes job counseling
(3) Provide a runaway youth service with a crash pad, a national "hotline" and free legal aide for runaways.
(4) Establish and supervise youth hostels.

b. Utilize the existing city recreation commission staff and funds, both presently available and through future allocations to:
(1) Establish programs for disadvantaged youth in the 14 - 18 year old age range.
(2) Provide a teen center where youth can dance, shoot pool, etc. It is especially important to provide a center where non-conforming youth will feel accepted.
(3) Provide camping experience for non-conforming youth, utilizing existing facilities.

8. GOAL: Comprehensive health care available for everyone.

A. Objective: Provide medical services for people of all incomes.

Guidelines:

a. Establish clinics where payment is on a sliding scale according to income.
b. Establish several clinics, each reaching different people (elderly, mothers and children, alternative medicine, women).
c. Visiting nurses available for home-bound patients.
d. Planned parenthood services available for all who need it, male and female.

B. Objective: Support preventative medicine.

Guidelines:
- a. Information available through classes, workshops on good nutrition, physical fitness, body self-awareness.
- b. Regular check ups available at clinics for everyone, especially for children and elderly.
- c. Cancer detection, pap smears, and dental check ups for free.

. GOAL: A supportive environment for the elderly. Let them know they are an integral and valued segment of our community.

A. Objective: Provide housing for elderly displaced from Class 4 nursing homes by recent legislation.

Guidelines:
- a. Establish a referral service through an existing agency (i.e. DSHS) to aid these displaced persons in finding low income, adequate housing.
- b. Establish and adopt-a-grandparent program similar to those in other cities in which elderly men and women are invited to live with families in the community and become a member of that household.
- c. If necessary renovate unused buildings or build new residences which fall between the nursing home and the retirement highrises.

B. Objecitve: Continue existing programs for the elderly in Whatcom County and City of Bellingham and solicit involvement.

Guidelines:
- a. Better publicize such programs as "Friendly Caller" to increase numbers of volunteers, and elderly served.

POLLUTION CONTROL/RESOURCE QUALITY POLICY TEAM

Introduction

The goals and policy guidelines developed by this committee reflect nearly all previous goal statements written by the citizens group in the fall. We attempted to group these seventy-five statements into eight areas: air, water, noise, solid waste, land use, natural areas, population, and energy. Water was further broken down into Bellingham Bay, sewage, drinking water and fresh water. Goals and policy guidelines were then written for these areas. These goals and guidelines were based on at least these assumptions.

1. Population growth in the city will be at the same rate as the past ten years (slow).
2. Our society will stay more or less in a free enterprise, capitalist system.
3. Pressure for development in the city will continue til the year 2000.
4. Development will include heavy, light and service industries and recreational developments.
5. Quality of Bellingham Bay has reached a low and is now improving.
6. Increased use of the Bay will occur, including recreation, shipping, and industrial activities.

1. GOAL: Maximum reuse and recycling of solid waste in a aesthetic and low cost manner.

   A. Objectives: Economic encouragement of recycling.
      2. Make recycling more convenient than, or as convenient as, disposal.

   Guidelines:
      a. Economic incentive for pick-up for recycling in contrast to pick-up for dump.
      b. All institutions must recycle.
      c. Design prize for convenient disposal technology.
      d. Economic incentive for local industries to use recycled material (e.g. aluminum, paper, etc.)
      e. Property tax incentives for organic composting provided it is clean, doesn't smell and is not a nuisance.
      f. Investigation of use of energy from degradation of solid wastes.
      g. City to employ a recycling director.

2. GOAL: Air should be clean as possible with no noticable or objectionable odor.

   A. Objectives:
      1. Try new forms of pollution control legislation and enforcement.
      2. Reduce use of the individual automobile.
      3. Genuine enforcement of existing regulations.
      4. No additional major air pollution in this air basin.

Guidelines:

a. Provide and encourage non-auto access downtown (mall).
b. Run bus system 7 days - 24 hour schedule and into county.
c. Improve bus and train system to other places.
d. Incentives for car-pooling.
e. Citizen representative advisory board for NWAPA - policies on qualifications, appointments, terms, balance, function.
f. Rigid enforced system for issuing permits.
g. No more freeways or freeways lands.
h. Better surfacing of existing streets (and bikeways) rather than widening and more through streets.
i. Government (including school) owned cars - high economy, good mileage, fuel injection.
j. Best technology for control of existing stationary emitters.
k. No additional pollutant or hazardous material emitted into the basin.
l. Strict non-degradation of air resources in the basin.

GOAL: The population of Bellingham should not exceed 45,000 and the population of Whatcom County should not exceed 90,000.

A. Objectives:

1. Maintain status quo or very slow growth.
2. Maintain present population as long as possible.
3. Maintain proportional population patterns within Whatcom County.
4. Maintenance of agricultural use of county land.
5. Maintain small town atmosphere.
6. Regulate according to carrying capacity.

Guidelines:

a. Encourage only those industries which employ people already here, not those which must bring in new people.
b. No additional shopping centers for customers outside of Whatcom County.
c. Tax incentives for agricultural use.
d. Tax incentives for greenbelts.
e. Limit height of apartment buildings to 4 floors.
f. No additional heavy industry; only those industries which use raw materials available locally.

GOAL: Maintain the unique blend of natural and developed areas. Preserve the easy accessibility of the natural areas within the city and reclaim and rehabilitate those existing natural areas which have been damaged or misused.

A. Objectives:

1. To develop city parks in areas that are presently unique in scenic beauty and undamaged.
2. To acquire and salvaged neglected and spoiled areas with potential natural beauty for public use and enjoyment.
3. To develop both natural and developed areas in keeping with the original state of the land as much as possible. To emphasize the land's natural beauty.
4. To educate and stimulate citizens to preserve natural areas and create more of them.
5. (See land use policy guidelines.) Reserve wildlife habitats, bogs.

Guidelines:
- a. Tax incentives to developers to maintain natural aspect of lots.
- b. Property tax incentive to replant in natural plants.
- c. Private incentives to stay away from garish modern developments.
- d. Negative tax incentive for paving areas now not paved.
- e. Commission to maintain small town atmosphere and attractiveness of commercial areas.
- f. Obtain and preserve natural areas along creeks, Sehome Hill and other appropriate areas.

5. GOAL: Land should be treated not as a commodity but as a limited resource and should be used in the most beneficial manner for the present and future of Bellingham.

A. Objectives:
1. Up-date and develop a dynamic land-use plan including the areas mentioned below, and based on the policy guidelines especially those for population, natural areas and water.
2. Consider in particular these areas in land-use planning:
   - a. existing and potential aesthetic features such as natural vegetation, waterways, and views.
   - b. Hazardous areas such as landslide zones, areas of subsidence, and ponding areas.
3. Land-use plan areas should be developed so as to virtually prohibit speculation.

Guidelines:
- a. Zoning should be phased-in proportional to growth in the city.
- b. Plan for optimum density patterns which achieve maximum diversity of living options and provide for efficient use of facilities and services.
- c. Purchase of development will have included unit cost of all services and utilities.
- d. Industrial developments shall pay for their own facilities.
- e. Highest and best use of land for assessment purposes should be based on development or monetary gain.
- f. Taxing of property should be based on actual use not potential use.

6. GOAL: Annoying and disturbing noise should be eliminated from the city. Quiet areas should remain quiet.

A. Objectives:
1. Develop a noise ordinance based on the state Noise Control Act of 1974, WAC 173-60-010.
2. Identification of noise environments for Bellingham: residential, commercial and industrial zones.
3. Noise emission levels for stationary and moving sources should be developed.
4. Zoning should be analyzed within 20-year periods for noise.
5. Zoning changes should be analyzed for noise impacts.
6. Fines for noise violations should be established.
7. Responsibilities for noise control should be designated to a noise control officer or agency.

Guidelines:

a. Noise levels should be developed for noise environments

Residential:	8:00 am to 10:00 pm	........55 dba
	10:00 pm to 8:00 am	........45 dba
Commercial		........57 dba
Industrial		........60 dba

b. Shielding should be developed between existing source and surrounding environments.

c. Transportation corridors should be designated with buffers to bring noise levels consistent with surrounding zones.

. GOAL: Bellingham Bay should be adequately accessible to the public and clean enough for body contact sports, and be able to support edible fish and shellfish. The Bay and its shoreline should be aesthetically pleasing and public awareness of bay and shoreline ecology should be promoted.

A. Objectives:

1. Clean Bay up to standards of goal.
2. Create marine parks.
3. Assure public access.
4. Develop fish hatchery at the mouth of Whatcom Creek.
5. Public ownership of all underdeveloped shorelines.

Guidelines:

a. Best available effluent control technology for effluent into Bay.
b. No expansion of shoreline industry.
c. Reduce water areas used for log storage.
d. Public marine park from downtown Port of Bellingham to Post Point.
e. Develop fish hatchery at site of old sewage treatment plant.
f. Facilitate public access along entire shoreline.
g. Prohibit future development which will obstruct views of Bellingham Bay.
h. Develop incentives for public access across privately owned shorelines.

3. GOAL: Use of renewable energy sources should be encouraged. Energy should be conserved.

A. Objectives:

1. Promote alternative modes of transportation to the automobile.
2. Reduce energy expenditure from home to work.

Guidelines:

a. Expand existing mass transit system.
b. Develop bike paths.
c. Develop parking advantages for car pools, small cars and motorcycles.
d. Develop transit systems for recreational areas, e.g. Mt. Baker.
e. Do not allow air conditioning of public buildings, promote proper insulation of the same.
f. Develop property tax incentives for proper home insulation.
g. Develop building codes to assure proper home insulation and energy efficiency in new homes.
h. Encourage low energy consuming industries, e.g. hand-crafting vs machine crafting, Alaska Ferry Terminal.

- i. Encourage exploration for alternative energy sources.
- j. Support and expand current recycling so the whole city recycles.

9. GOAL: Drinking water for Bellingham should meet federal water standards and strive for minimal treatment to meet those standards. Maintain an adequate supply for future needs.

A. Objectives:

1. Maintain purity of source (Nooksack and Lake Whatcom)
2. Establish monitoring system.

Guidelines:

- a. Drinking water should be classified.

10. GOAL: All freshwater lakes and streams in the city should be class A water systems and be aesthetically pleasing. These freshwater systems should be considered as important natural resources of the city. Green belts should be developed to maintain them as natural resources.

Guidelines:

- a. Sufficient resources should be provided to the city for proper administering of the Shoreline Management of the City.
- b. City should develop ordinances to assure maintenance and clean-up of shorelines.
- c. Comprehensive plans should designate existing green belts along shorelines and designate proposed shorelines greenbelts.
- d. Beautification of shoreline should be encouraged in business district.
- e. City should adopt a Whatcom Creek Park Plan. Similar plans should be developed for Squalicum and Chuckanut Creeks.
- f. All creeks should have green belt banks.
- g. Those creeks which are anadromous creeks should be restored to the natural productive state.
- h. Natural drainage patterns in the city should be maintained.
- i. Develop a boating use plan for Lake Whatcom to protect the aesthetic quality and assure safety on the Lake.
- j. Ordinance for regulating annoying noise and on-shore wave action resulting from boating on the Lake should be developed for within 200 feet of shoreline.
- k. Prohibit activity of development which would divert water needed for all freshwater requirements of the citizens of Bellingham.

LEISURE ACTIVITIES POLICY TEAM

Introduction

In the original Goals accumulated from the neighborhood meetings, overwhelming concern was voiced for the preservation of open space and a clean, healthy environment; for more recreational facilities available to all (especially a swimming pool, tennis courts and gyms); and for increased public access to waterfront property. The Leisure Activities Policy Team feels there is a great need for the development of a park along Bellingham Bay.

Two general goals express the predominant concerns of the original goal writers. They have been developed more exlicitly by the Policy Team. Those over-riding general goals guiding the Policy Team are: (1) To support diversity and quality in leisure time opportunities for persons of all ages, sexes, economic levels, and for all special interest groups. That is, all persons should have the opportunity to be both spectator and participant in sporting activities, in the arts, and in outdoor-oriented programs. (2) To maximize and preserve existing park land and open space and to develop a mechanizm for ongoing acquisition.

GOAL: Establish ongoing citizen participation in parks and recreation planning and programming.

A. Objective: A continuous program of public education, input and feedback concerning the City's and County's plans for Parks and Recreation.

Guidelines:

a. A citizens advisory group, representing various interest groups - elderly, handicapped, youth, artists, minority, low-income. The term of service should be short to provide new ideas.
b. Widely publicize all meetings pertaining to Parks and Recreation.
c. Widely publicize all new proposals for Parks and Recreation before decisive action takes place.

GOAL: Interagency coordination and cooperation in resource sharing, including facility, material, and human resources.

A. Objective: The City, the County, and the various working systems (i.e. education, recreation, parks, the arts) should work together where feasible to maximize the potential for a complete and diversified recreation program for the entire county.

B. Objective: Unnecessary duplication of costly facilities and programs will be avoided.

Guidelines:

a. Conduct a complete interagency survey of existing facilities, programs and other resources.
b. Establish a coordinating committee with the purpose of maintaining communication, and cooperation among agencies: facility use human

resources, material resources.

- c. Publish yearly a complete recreation/education/parks/arts manual listing all present facilities and their available resources; have this manual readily available to all through many outlets.
- d. Have current information on new programs and events available at recreation, education and art centers.
- e. Encourage owners of non-public property (churches, clubs) to make their facilities and programs available for public use. (Financial support for maintenance would be necessary, but less expensive than the cost of a new building. Possible tax break incentives for such facility-sharing.)

3. GOAL: To expand the city recreation program to include diversity of programs and insure a variety of opportunities for all ages and sexes.

A. Rationale: The present city parks would provide an excellent setting for a variety or programs. Since they are located within the city, persons without transportation can attend them more easily than the county parks which have more varied programming.

B. Objective: Support a cultural enrichment program, integrating the Arts within the Parks and Recreation Department.

Guidelines:

- a. Hire an Arts Coordinator who will program in cooperation, not competition, with the County Arts program and other Arts programs. A program of Art classes and workshops could be scheduled. Facility and resource coordination are necessary. A good model to gain from is the Arts programming of the Seattle City Parks and Recreation.
- b. Program Arts events in the parks and indoor facilities which are free to the public, or when necessary, at low admission fees. (e.g., more frequent band concerts by the Bellingham Civic Band).

C. Objective: Support and develop programming in Outdoor Activities and Environmental Education.

Guidelines:

- a. Opportunities for instruction and equipment use in outdoor activities such as snorkeling, canoeing, snowshoeing.
- b. Environmental interpretation Centers at parks such as Cornwall and Lake Padden, with educational information on our Northwest environment. Available biological and geological facts can be interpreted in a way that instills appreciation for and awareness of the natural world.

D. Objective: To provide fully for the special recreational needs of youth.

Guidelines:

- a. Neighborhood recreational centers for youth should be developed, particularly in areas of low-income and high crime. They should include a snack bar, pool, ping-pong, and other games, and provide room for music playing sessions.
- b. Have frequent county-wide dances for teenagers.
- c. Surveys the teenagers themsleves through schools to find out what their recreational needs are.

GOAL: An enriched cultural experience for all citizens.

GOAL: Support from the City and County for local artists and crafts persons who wish to make art their business.

A. Rationale: The Arts are essential in providing a high quality of life for citizens. The Arts stimulate the mind, providing a medium of creativity for the active participant and the observer.

The Arts are attractive for the economy, bringing tourism, business, (art supplies, printing, schools, galleries, etc.), and employment.

The interest in the Arts is strong in Bellingham and the County. Municipal support and coordination with other agencies and special interest groups is needed.

B. Objective: By providing an enriched cultural experience for citizens, the resources of local artists will be used. Therefore, through implementation of the following guidelines, the City can help achieve these goals for its citizens.

Guidelines:

a. A facility or facilities with large seating capacity for presentation of public cultural events, such as theater, dance, music, and lectures. A gallery should be included to display artwork by the primarily local artists.
b. The Parks Department should support and assist other agencies (such as the Theater Guild) with arts programming.
c. Encourage the local media to employ art critics to cover and report on local cultural activities in depth.
d. Pass Municipal Ordinance allocating 1 percent of all City building and construction projects for Art. i.e. Sculpture and Murals for the interior or exterior of all public structures, including paintings and related arts by (preferably) Northwest Artists.
e. Increase Whatcom Museum budgets to allow expansion of its Art and Historical Collections, and to supplement its programs for the public at large.
f. Establish and maintain adequate parking facilities for Museum visitors.
g. Acquire and develop shoreline parks and spaces for outdoor art shows and musical events.
h. Develop a covered outdoor community stage in one of the City parks with dressing and storage space to be used for the Performing Arts (drama, dance, music, puppetry), for speakers, and other events.

. GOAL: To provide for and support the special needs of handicapped and blind persons by providing physical accessibility and use of all new and existing public recreational facilities.

A. Objective: To support the activities of the handicapped in a manner beneficial to all citizens.

Guidelines:

a. Accessibility to facilities:
    (1) Wheelchair ramps (buildings and curbs). Restroom accessibility for wheelchairs, handrails on stairs, specially widened and marked parking places for wheelchair persons who drive cars.
b. Use of facilities:
    (1) Some trails in parks should be widened and smoothed, and well

maintained for the use and convenience of all persons, including the blind, the elderly, and persons in wheelchairs. (Steep slopes are not adequate due to safety and erosion factors).

c. Programs:
(1) Public programs should be available for participation by the handicapped as well as all persons;
(2) Special training and programs for the handicapped to learn sport skills and to play and compete with persons of the same abilities. (e.g. Olympics for the handicapped, basketball, bowling, etc.);
(3) Some special programs for the handicapped should be supported, such as day camps, hikes, summer camps, and travel opportunities;
(4) Encourage voluntary participation by recreational organizations in giving a discount to all individuals, handicapped or not, who have a fixed income.

7. GOAL: To maximize existing parklands.

A. Objective: Maintain high aesthetic quality.

Guidelines:
a. Restrict pollution in waterways (for aesthetics and swimming purposes).
b. Maintain gardens, flower beds, lawns.

B. Objective: Develop and maintain recreational facilities.

Guidelines:
a. Hiking trails (especially Lake Padden).
b. Tennis Courts, boat ramps, childrens' play areas.
c. Scenic bicycle trails.

8. GOAL: Acquire more park land now, setting both short and long term goals for development.

A. Objective: Acquire land suitable for various types of parks:
(1) Business person's and shopper's parks in the downtown area;
(2) Waterfront parks;
(3) Neighborhood parks;
(4) Large parks with both restful areas (gardens, benches), and recreational areas.

Guidelines:
a. A desirable goal of park acreage per capita should be established and methods outlined to achieve this goal.
b. A special committee should be set up with the purpose of seeking potential park lands and the acquisition thereof.

B. Objective: Preserve unique natural environments by acquiring park land around them.

Guidelines:
a. Waterways, marshes, beaches, viewpoints, wildlife preserves should be required where their preservation for public use or appreciation is desired.

9. GOAL: To emphasize compatibility with natural settings, systems, and wildlife when designing and developing parks.

A. Objective: Avoid the over-development which causes environmental problems.

Guidelines:

* a. Increase landuse controls, through zoning of industries and private developments which consume waterfront and wilderness areas.
  b. Require environmental impact statements.
  c. Give special attention to preventing erosion, and protecting wildlife habitats.

0. GOAL: To improve and maintain the aesthetics of the downtown and surrounding commercial and residential areas.

A. Objective: The business area should be attractive and pleasant to encourage shoppers to shop downtown; fringe area shopping malls have been pulling business away from downtown because of parking convenience and the mall atmosphere. The business area must thrive, not deteriorate.

Guidelines:

a. Create a downtown amll - a place to have bake sales, street musicians, band concerts, fashion shows.
b. Promote activity in the mall to attract shoppers who lately are shopping more in shopping centers.
c. Have gardens, flower beds, benches, perhaps a central fountain.
d. The Leisure Activities Policy Team suggests creating a downtown mall by closing off both Cornwall and Magnolia Streets for the two inner city blocks where they intersect, allowing only pedestrians and bicycles. Bicycles parking facilities should be provided. Public transit must be adequate to compensate for loss of parking space.

B. Objective: Beautify all of the City of Bellingham, adding to our quality of life.

Guidelines:

a. Line major streets with planters, trees, flower baskets.
b. Preserve the older parts of town and individual buildings that have character and cultural value.
c. Develop additional neighborhood parks, green strip and gardens.
d. Develop downtown parks for business persons and shoppers (on now vacant lots). These should be primarily grass lawns, with landscaping and benches. (Suggestion: the corner of State and Holly, where the hotel once was).

11. GOAL: Sensitive planning in all proposals for future recreation facilities with two intents:
(1) Design of facilities to be multi-purpose;
(2) Feasibility of expansion if and when future needs should dictate

A. Objective: Public multi-purpose facilities would alleviate present inadequacies, and eliminate fragmentation and duplication.

Guidelines:

a. Recreatinal Community Center(s) should be developed with a diversity of programs available in one complex (gymnasiums, handball courts, tennis courts, swimming pools, meeting rooms, arts and crafts, etc.) Such diversified centers promote family involvement, and provide equal opportunity for enjoyment of all activities.

Alternatives:
(1) A large centrally located Center, with smaller neighborhood centers developed as the need grows.
(2) Several neighborhood community centers. (Small)

B. Objective: To provide, develop and maintain adequate (as determined by the community) multi-purpose fields for team sports.

C. Rationale: Most existing fields are not adequate. Civic field is not large enough to accomodate field sports such as soccer, lacross and rugby and is only used for football; Roosevelt and WWSC are adequate for these sports, but are often tied up when other teams want to use them.

Guidelines:
a. Provide an adequately developed and maintained multi-purpose field, capable of being used for soccer, rugby, lacross and slo-pitch.
b. Suggested alternative choices for a multi-purpose field: Roosevelt - presently land around such field is privately owned but not developed. Looking into purchasing adequate land to allow expansion for a multi-purpose field.

D. Objective: Provide all-hour recreational opportunities for those who work odd hours.

Guidelines:
a. Tennis courts with metered lighting, so that the lights are on only when the courts are being used.
b. One centrally-located public facility complete with a gym, swimming pool and game courts should remain open all night.

12. GOAL: Access for all persons to parks, recreational and cultural centers through two ways:
(a) bicycle paths
(b) increased public transit

A. Objectives: More persons could participate in recreational and cultural events. Reduce private automobile use for a healthier environment. Those with bicycles can be assured of safety in reaching their destination. (Bicycling is a healthy form of recreation in itself.)

Guidelines:
a. Require bike paths to be paved at same time as new roads.
b. Public transit at a low rate, and discounted further for persons over 60.
c. Regular public transit to all city parks, and recreational centers.
d. Nighttime transit should continue through midnite, when most theater and musical productions are over.
e. Schedule a bus route to Mt. Baker every Saturday and Sunday during the winter (skiing) and summer (hiking). The bus could go up in the morning and back to the city in the late afternoon. This would increase the opportunities for many to enjoy the mountains.

EDUCATION POLICY TEAM

Introduction:

The Goals for Bellingham Education Policy Team appreciates the Bellingham Planning and Development Commission, City Council and the Mayor's Office for their commitment to increase our city's capability to facilitate community participation through designing of civic goals.

The Education Policy Team members were lay people, each with a relevant community expertise to strengthen the Goals systems of establishing educational policy. "The process of education should utilize the involvement and support of the entire community to maximize educational experiences," is a goal adopted by the State Board of Education for the common schools of Washington, and is a goal our committee would certainly support. This goal is considered by our committee as an objective for each and every member of this community. It is essential that our goal direct the design of all activities by our civic government to implement its educational obligation to its citizens. All community resources should be shared, to contribute to our educational future. Our committee also realizes the necessity of utilizing a variety of channels of communication to provide information leading to public understanding of our education goal.

A broad scope of participation must be considered. Educational opportunities cannot be held within city borders, but must be open to all who wish to participate. The teaching role should be redefined to include all resources within our community which can contribute to producing desired learning outcomes. We can no longer expect individualized programs, operated by many different educational institutions in this community, to adequately address the many needs of all the citizens. A comprehensive analysis of community services must provide a coordinated and accurate assessment of needs, and increase the coordination of planning and program development for community educational services. A major function of our goal is for all educational aspects of our community to work with our local governmental entities to increase the community's capability to provide programs and services which insure that each person in our community can develop to his potential.

It is hoped that this goal will help our local government in evaluating present programs and develop forward looking policies and practices which will result in the continual improvement of education in Bellingham.

A. Rationale:

(1) The people who make up our community are our most valuable resources.

(2) These people are an essential and integral part of our community structure and growth.

(3) Educational institutions belong to the community they serve.

(4) Education should enhance the healthful and wholesome environment of our community.

(5) It is an accepted principle that learning is a continuous process.

(6) There is a need to extend learning opportunities beyong the school building, school day and school year.

(7) We need to insure our community's growth by extending educational opportunities to all people of all ages within our community.

(8) Opportunities should be presented to all to increase their ability to survive in other communities around the U.S. and the world.

(9) There are many public and private programs providing increased educational opportunities for our community.

(10) There is a need to eliminate gaps and duplications in available services and programs.

(11) There is a need to provide for coordination of services to make a better program than is now being provided by individual groups.

(12) It is the duty of our local government in increasing the quality of life for all the people in our community through active participation in its educational component.

1. GOAL: Establish an ongoing learning environment that responds to and fulfills the needs of both the individual and the community.

A. **Objective:** Create a community education planning task force to design, implement, and maintain a comprehensive community educational program that reflects the community's educational goal.

B. **Objective:** Maintain a community resources information bank. This could be a service of our Library system.

Guidelines:

1) Inventory of all programs available to our community.
2) Inventory all existing facilities available to our community.
3) Inventory all personnel available to our community.
4) Develop a community needs assessment survey.
5) Identify gaps and duplication of services.

C. **Objective:** Establish a comprehensive community education program. The community education concept envisions the schools operating in civic partnership with other community agencies and groups as centers of community activities, involvement, and action. The Community School serves as the focal point for people to identify their own unique needs and interests; identify resources appropriate for their fulfillment; and develop a comprehensive and diverse program to achieve this end. Such a program should be available to all people and might include, but is not limited to, the following examples of activities.

1) Formal and informal continuing education programs for adults;
2) Recreational activities for all ages;
3) Curriculum enriching programs for youth (community resources in the classroom and vice-versa);
4) Family activities, such as family nights;
5) Community forums, such as candidates fairs;
6) Cultural performances and instruction in Music, Art, Drama, and Dance;

7) Social activities, such as potlucks, fairs, dances, carnivals, and flea markets;
8) Community self-help projects;
9) Self, family and community awareness programs;
10) Clinics, such as babysitting, drug abuse, alcohol, and bike safety;
11) Social Service referral services, such as counseling, employment, transportation, etc.
12) Nutrition and health programs;
13) Physical fitness activites;
14) Club activities.

Guidelines:

1) Increase the use of facilities, equipment, and materials of the schools and other public agencies for community purposes.
2) Increase the use of other existing facilities, equipment, and materials from the private sector for community activities and projects.
3) Increase the involvement of local citizens in decision-making regarding the development and operation of their community school program.
4) Maximize the use of the special skills, talents, and abilities of local residents, in a volunteer capacity.
5) Develop and operate a balanced, year-round program which includes activity and involvement opportunities for children, youth and adults.
6) Encourages the involvement of other public and private agencies, organizations and groups in the delivery of their particular programs and services to community residents.
7) Strengthen communications among residents within the community.
8) Improve communications among agencies serving the community.
9) Improve communications between the agencies serving the community and community residents.
10) Facilitate the delivery of those available social services which relate to community residents.
11) Develop other special programs and services as deemed appropriate (i.e. preschools, handicapped, senior citizens, single parent families, etc.)
12) Contribute to the enrichment of the required school program by advising the instructional staff of available community resources.
13) Facilitate the activities of community residents on community projects.

D. Objective: Establish a calendar of all activities going on throughout the community. Make this information available to every individual in our community on a regular basis through a variety of medias.

All areas of our community should be asked to participate. Some are:

Chamber of Commerce
Whatcom Community College
Western
Boys'/Girls' Club
Church Groups
YMCA & YWCA
Boy Scouts
Camp Fire
Tech School
Bellingham Schools
Business & Industry
Parks Department
Recreation Department
Family Services
Senior Citizens

Red Cross
Nursing Homes
G.P.
Reserve Units
Service Clubs
Library
Museum
Private Schools
Extension Service
Radio & T.V.
Public Health
PTA's
Free University
Alternative Schools
Co-op's

SHORELINES POLICY TEAM

Introduction:

Shorelines is not an exclusive area - the subject of the utilization of shorelines areas overlaps other areas of expressed concern in the Goals for Bellingham program. Leisure activity, economic base, transportation, and pollution control areas of interest interrelate with shorelines.

An ultimate limit to shorelines development possibilities is implicit in planning - when that limit is reached, redevelopment or upgrading is required.

Many goals relate to established shorelines plans (proposed parks, etc.), to existing regulations (shorelines master plans, shorelines management, water quality standards, etc.), and economic possibilities (Alaska ferry terminal). Because these subjects are covered by existing plans and regulations, often in detail, comments here are limited to general goals. Land use designations, shorelines management regulations, established shorelines utilization plans, and existing waterfront activities are not discussed except in respect to future changes.

Many goals expressed regarding shorelines were quite general and expressed desires for "parks", or "waterfront clean-up", etc. These are incorporated in that such desires give direction to specific proposals.

Concerns and needs expressed and actions recommended in the shorelines category fall into several broad, general policy categories: recreation, parks and public access; preservation; clean-up and water quality; economic activity. Implicit in shorelines planning and utilization is co-operation between various governmental bodies, industries and the general public.

1. GOAL: Provision of parks, open space, recreation facilities on Bellingham Bay, Lake Whatcom and along streams; public access routes to these areas.

A. Rationale: Eventually every foot of Bellingham's shorelines will be utilized: wither heavily developed for industry, commercial use, as residential areas or as buffer, green-belt, recreation or other public areas. After this, changes will come as redevelopment or upgrading of existing uses, or likely from private or public uses which are closed to the general public. The overwhelming desire expressed through the goals was for parks and access to public waterfront.

B. Objectives: Parks, specific opportunities

Guidelines:

a. Bayview site - area owned by Whatcom County Parks and the area being planned for acquisition by the City should be developed as planned.
b. Chuckanut Bay - tideflats and uplands (plus access) should be acquired and minimally developed.
c. Little Squalicum - just outside the northwest city limits, in an area virtually without parks, this site should be acquired and developed by the city, the county, or jointly. It is the only no-bank sand and gravel beach remaining in the immediate vicinity of Bellingham and is

already used by city residents. The gerry-mandered city limit configuration not withstanding, this beach and inland greenspace area is an essential, integral part of shorelines recreation in Bellingham's future. A number of goals showed need for a park on the north city waterfront.

C. Objective: Access and trails

Guidelines:

a. Establish trails ensuring area-wide access to waterfront parks and public facilities on foot or bicycle, including a bikeway along Roeder Avenue.
b. Establish trails connecting waterfront recreation areas and connecting with other parks (Cornwall, Fairhaven, Bloedel) along Squalicum, Padden and Whatcom creeks.
c. Develop fishing trails along streams to provide recreation and to minimize impact on natural areas.

D. Objective: Transportation

Guidelines:

a. Provide public transportation to and between shorelines areas (Bayview and Little Squalicum sites are on city bus routes).
b. Provide group sightseeing and day-use recreation transportation via boat passenger service between city, county and state recreation areas. (San Juan Islands, Lake Whatcom)
c. Provide passenger service between Bloedel Park and the planned Whatcom County Park along the south end of Lake Whatcom. This is visualized as a day-use, public recreation service, similar in some ways to the old Osage service in Bellingham or Lake Chelan trips. Not high-speed taxi service, but rather scenic, relaxed, sight-seeing transportation for people involved in recreation.
d. Develop Alaska ferry terminal. This is consistent with goals for "clean" economic growth, and with a general spirit of compatibility with boating, recreation and tourism. This would also serve as a focal point for the waterfront for that large part of the public without direct ties to port activity.

E. Objective: Facilities

Guidelines:

a. Development of marinas boat launches are already planned. (Commercial services which are compatible and supportive of recreational activities are implicit.)
b. Construction of a marine aquarium and biological maritime museum should be considered for future development.
c. Encourage development of waterfront restaurants.
d. Redevelop Whatcom Creek sewage treatment plant into model fish hatchery.
e. Tourist and recreation possibilities within existing or future Port of Bellingham developments should be maximized, public recreational access via private facilities should be encouraged. (Walkways for sightseeing and fishing should be provided on breakwaters and jetties. Public access and circulation arrangements should be made around shipping facilities for sightseeing.)

Summary: Emphasis on recreation aspects of shorelines precludes expansion of some industrial activities, while encouraging commercial and tourist expansion, however the park sites and trail developments proposed above do not conflict with heavy development plans.

The positive consequences will be improved public use of shorelines areas, pride in community, and better appreciation of waterfront activity, heritage and natural functions.

2. GOAL: Shoreline preservation and improvement.

A. Objective: Concerve tidelands and marshes wherever they exist along Bellingham Bay and at Whatcom Lagoon.

B. Objective: Improve trails along watercourses to minimize effects of activity on shoresides and water quality.

C. Objective: Prohibit further landfilling of Bellingham Bay with the exception of breakwaters where absolutely necessary.

D. Objective: Improve Squalicum Creek channel (and other streams where pertinent) Examples: planting for prevention of streambank erosion, cover for fry, deepen and expand pools where advisable.

E. Objective: Preserve areas of unique biological or geological or archaeological significance and prohibit development in such areas.

F. Objective: Develop landscape improvement plans for shorelines.

Guidelines:
- a. Improve visual access through removal.
- b. Replant impacted areas.
- c. Employ screeen plantings and concealed utilities.

3. GOAL: Clean-up and water quality.

A. Objective: Provide secondary sewage treatment.

B. Objective: Convert sewage sludge into fertilizer for consumer use.

C. Objective: Encourage continued reduction of industrial discharge into the bay until "zero discharge" is attained.

D. Objective: Eliminate log storage on water.

E. Objective: Remove old pilings, submerged or floating logs below low waterline in navigation channels.

F. Objective: Enforce existing regulations to control dumping and littering on all shorelines.

Economic Activity:

There was a virtual lack of direct comment on economic activity. However, many comments were made on desires for "clean" industry or commercial activity. The goals expressing desires for parks and recreation sites and facilities and goals for clean-up and preservation of shorelines can be used to formulate guidelines for future economic development. Certainly industry and commerce are recognized as existing shorelines uses, and only a very few comments related to moving existing industry. There appears to be no objection to "clean" economic activity; fishing, commercial boating facilities and services, or supportive activities like recreation and tourism uses.

Economic development should be compatible with other uses, suitable for shorelines (requires a waterfront location), and whenever possible, planned so that public access is integrated.

Goals comments relate to deficiencies in existing shorelines use and facilities. There is an implicit recognition that shoreline planning is critical at this time. Economic and recreation/public access conflict is for practical purposes a one-way matter. Economic use can take over unused or underdeveloped areas: open space can seldom be created from industrialized areas later. The fact that there is a physical limit to available shorelines has profound implications - shorelines, and hence the character of the entire area, are at a critical point.

GOAL: Relations between government bodies, industries, general public.

A. Objective: Multiple use of public facilities.

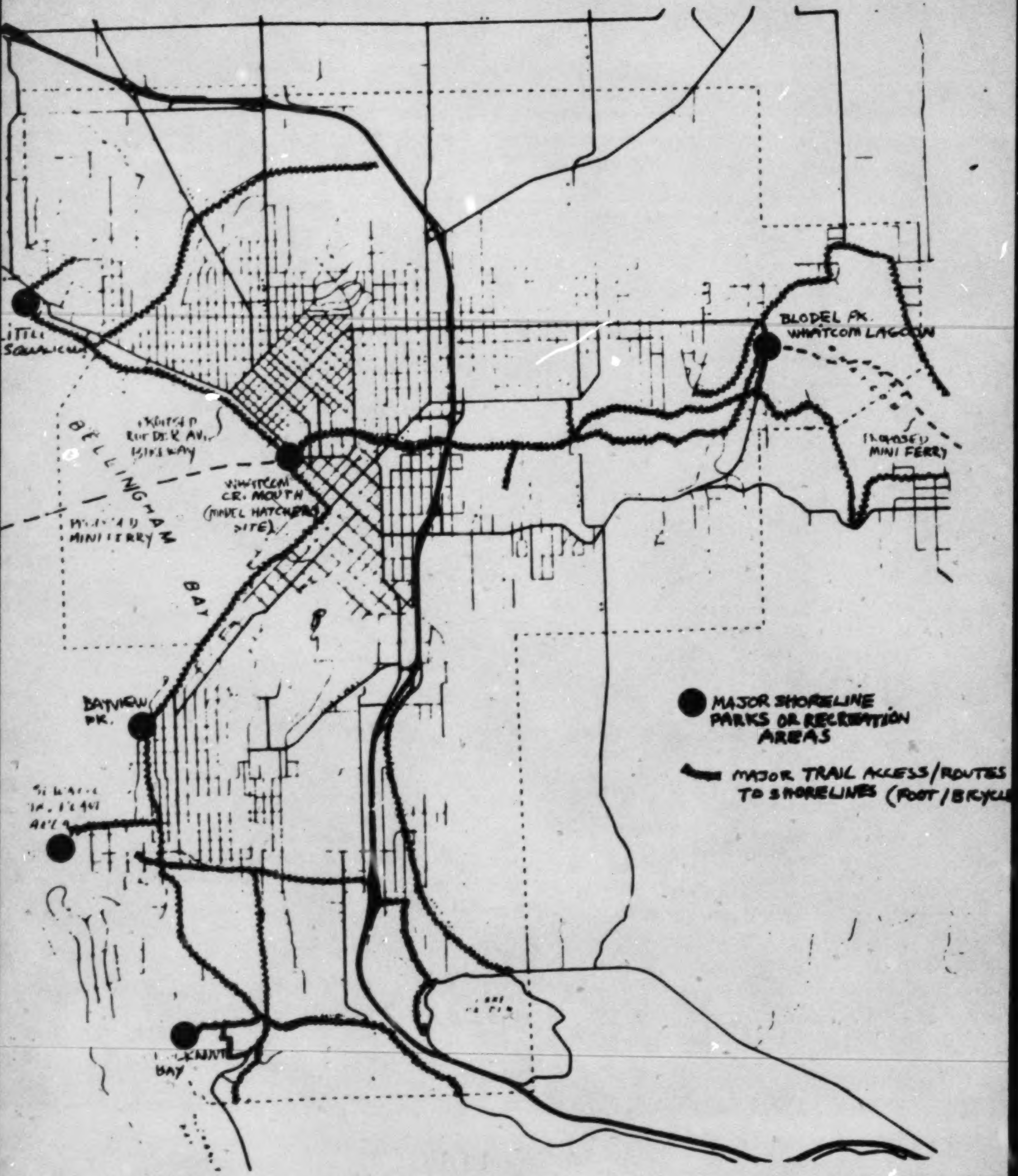
B. Objective: Co-ordinate planning of Port, City and recreational interests.

C. Objective: Fencing should be minimal, and done where necessary for security in a fashion where public access is maximized for sightseeing, etc. In short, the waterfront should be "opened up" and people without direct business or best-owning connections to waterfront facilities should be welcomed.

D. Objective: Jetty-fishing, observation of waterfront activities should be encouraged by design features and policy.

Consequences:

The greater the public access to the waterfront, the better the coordination of activities and facilities, the better the understanding of the general public of Port and industrial operations that will result. This means an understanding also of the economic importance of waterfront-related activities and greater support by the general public for port projects and programs.


LITTLE SQUALICUM
PROPOSED ROEDER AV. BIKEWAY
BELLINGHAM BAY
WHATCOM CR. MOUTH (MODEL HATCHERY SITE)
PROPOSED MINI FERRY
BLODEL PK. WHATCOM LAGOON
PROPOSED MINI FERRY
BAYVIEW PK.
SEWAGE TR. PLANT AREA
CHUCKANUT BAY
MAJOR SHORELINE PARKS OR RECREATION AREAS
MAJOR TRAIL ACCESS/ROUTES TO SHORELINES (FOOT/BICYCL

The following people have participated on Policy Teams at some point in the process. However, it should be noted that not all Team members attended all meetings, nor necessarily give their support to this draft.

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LEISURE ACTIVITIES POLICY TEAM

Pat Friedland, Duncan Howat, Anne Macartney, Howard Mills, Mike Rock, LEISURE ACTIVITIES POLICY TEAM (continued)

Wendy Rundel, Doug Thompson, Doug Wilcox, Paul Woodcock.

CITIZEN PARTICIPATION POLICY TEAM

Skip Everitt, Linda Everitt, Tim Douglas, John Christensen, Helen Montgomery, Mary Robinson, Mary Pooleon, Larry Arkinson.

PRELIMINARY RESULTS

December 8, 1975

GOALS FOR BELLINGHAM SURVEY

Prepared by Jean Gallegos, Community Development Coordinator, City of Bellingham. Questions should be addressed to her at that address or by telephone, 676-6880. This survey was co-sponsored by Western Washington State College, the Whatcom County-WSU Cooperative Extension Office and the City of Bellingham.

The Goals for Bellingham survey was based on a year long program of citizen discussions on desired futures for Bellingham. More than 120 meetings were held in locations throughout the city, and over 700 persons contributed their ideas. The survey is an attempt to extend participation in the Goals process even further by giving a scientifically selected sample of the general public a chance to prioritize a variety of proposed goals for the future.

The purpose of this preliminary report is to briefly and expeditiously make the responses available to the Goals for Bellingham Policy Teams and to the public. A more detailed analysis and interpretation of the data is also being prepared by the WSU Cooperative Extension Service for public release. The summary percentages are presented here directly on a copy of the questionnaire. The MOST IMPORTANT and SECOND MOST IMPORTANT answers, which could not be displayed on the questionnaire, are on pages facing the original question. This should facilitate comparisons of responses to each proposed goal between the HIGH priority column and the ranking in terms of importance relative to other goals.

Some information on the sample should be considered even for this very simple preliminary report. The method of selecting the sample discriminated against persons new to Bellingham because names were taken from the telephone directory listing which was a full year old when the survey was mailed. This method of drawing a systematic sample is well proven, however, and should provide a highly representative sample of those persons who have lived in Bellingham for at least a year. According to Pacific Northwest Bell, 95% of Bellingham households have telephone service and are listed in the directory.

A response rate of 64% indicates that a large cross section of the public was reached, as does the spread in the demographic data. Answers to "The number of years lived in Bellingham?" range from 1 to 82, with 20 years as the median length of residency. The youngest respondent is 18 and the oldest 90, with 45 as the median age. The median income falls between $10,000 and $14,999. This last category compares to $9424 as the Bellingham median income reported for the 1970 U.S. Census.

The success of the effort to contact and involve a large number of citizens in planning for the future is also indicated by the survey data. Nearly 62% of the respondents had heard of the program prior to the survey, and 17% say they had participated in some way. This percentage of participation is high for the general population, however, probably because participants are more likely to have an interest in the program and to respond to the questionnaire.

For all response groups the percentages are based on 494 returned questionnaires. The difference between 100% and the totals for each grouping is accounted for by a non-response category which is not shown on the questionnaire.

Deciding Bellingham's Future

Which Direction Do You Prefer

A 1975 effort to determine what residents want for the future of Bellingham.

Please answer all of the questions. If you wish to comment on any questions or qualify your answers, please use the margins or the last page. Your comments will be read and taken into account.

"Goals for Bellingham" is a planning program sponsored by the City of Bellingham and Western Washington State College, and is partially funded by the Washington State Office of Community Development. This survey is co-sponsored by the Whatcom County-WSU Cooperative Extension Service.

Thank you for your help.

Please return to:
Whatcom County Cooperative
Extension Service
County Court House
Bellingham, Wa 98225

BELLINGHAM
2000

The purpose of the Goals for Bellingham program is to find out what citizens want for the future of our city. Because Whatcom County's future is so closely related to that of the city, many of the following questions apply to the county as well as to Bellingham.

Q-1 The following is a list of ideas suggested by citizens of Bellingham as possible goals for the future of our area. What priority do you feel should be given to each goal, a HIGH priority, a MEDIUM priority, a LOW priority, or NONE at all?

GOAL NUMBER	POSSIBLE GOALS	How much priority, if any, should these goals have? (Circle your answers)			
		*HIGH	MEDIUM	LOW	NONE
1	Increase the variety of job opportunities by promoting the growth of business and industry	47.4	30.8	12.6	4.9
2	Make a greater variety of educational opportunities available to persons of all ages	29.8	38.3	22.5	3.0
3	Protect the natural environment from activities that are damaging to it . .	56.7	30.2	5.9	1.6
4	Involve more citizens in planning for the community's future	41.7	36.2	11.9	1.8
5	Provide better opportunities for a wide range of life styles, with more alternatives for housing, schooling, employment, etc.	30.0	36.0	22.1	5.5
6	Encourage economic development based on processing the natural resources of this area (farm, forest and fishing products)	57.5	27.7	7.9	1.8
7	Develop more extensive public transportation services	27.9	34.8	25.1	5.1
8	Provide housing assistance for low-income persons of all ages	30.8	27.5	26.3	9.1

Q-2 Of the possible goals listed above, which two do you feel are most important for this area? (Write the number of the goal in the appropriate box)

☐ MOST IMPORTANT

☐ SECOND MOST IMPORTANT

Q-3 One of the major concerns in planning for the future is what kinds of economic activity should be relied on to provide jobs and income for the people of Bellingham. Listed on the next page are some types of economic activities that might be encouraged in this area. Please indicate whether you think each type should or should not be encouraged to develop in Whatcom County.

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* The difference between 100% and the totals for each item is accounted for by non-response.

Q-2 Of the possible goals listed below, which two do you feel are most important for this area?

GOAL NUMBER	POSSIBLE GOALS	MOST IMPORTANT	SECOND MOST IMPORTANT
1	Increase the variety of job opportunities by promoting the growth of business and industry	37.2	9.7
2	Make a greater variety of educational opportunities available to persons of all ages	3.2	9.5
3	Protect the natural environment from activities that are damaging to it . . .	23.7	14.2
4	Involve more citizens in planning for the community's future	5.3	7.3
5	Provide better opportunities for a wide range of lifestyles, with more alternatives for housing, schooling, employment, etc.	3.6	7.5
6	Encourage economic development based on processing the natural resources of this area (farm, forest and fishing products)	15.6	28.3
7	Develop more extensive public transportation services.	1.2	8.9
8	Provide housing assistance for low-income persons of all ages	5.7	8.3

ACTIVITY NUMBER	ECONOMIC ACTIVITIES	Should this type of economic activity be encouraged?		
		YES	NO	NO OPINION
1	Refineries to process oil from Alaska	49.8	36.4	8.7
2	Production and processing of agricultural products	91.7	1.4	3.0
3	Production and processing of forest products	81.2	8.1	4.5
4	Scientific and medical research centers	58.9	15.8	18.2
5	Recreation and tourist attractions and facilities	53.6	30.4	9.9
6	Fishing industry with facilities for processing and shipping fish products	86.8	4.9	4.3
7	International trade through development of the Port of Bellingham	73.5	13.0	9.3
8	Warehousing and wholesale distribution of commercial products	63.8	13.0	16.8
9	Light manufacturing, such as electronics, or clothing	77.3	7.3	9.1
10	Heavy manufacturing, such as machinery metal processing, or pulp mills	34.4	52.2	8.3
11	Government services and activities	35.6	33.8	20.2
12	Petro-chemical industries related to oil importation	43.5	37.7	10.7
13	Higher education	59.3	20.6	11.7
14	Retirement and resort home construction and services	52.0	28.7	13.8
15	OTHER ________________________			

Q-4 Of the possible sources of employment listed above, please indicate the three which you think are the most important to encourage. (Write the numbers in the appropriate boxes)

☐ MOST IMPORTANT ☐ SECOND MOST IMPORTANT ☐ THIRD MOST IMPORTANT

Q-5 Currently there are about 41,000 people living in Bellingham. Estimates indicate that our population is growing by approximately 1.2% each year. That means about 500 people will be added to the population next year. Would you most prefer the population of Bellingham to: (Please circle the number of your answer)

39.3 1 GROW AT THE PRESENT RATE (1.2% EACH YEAR)
5.9 2 GROW FASTER
27.7 3 GROW, BUT MORE SLOWLY
13.8 4 NOT GROW AT ALL (STAY THE SAME)
3.4 5 DECREASE IN SIZE
3.0 6 NO OPINION

Q-4 Of the possible sources of employment listed below, please indicate the three which you think are the most important to encourage.

ACTIVITY NUMBER	ECONOMIC ACTIVITIES	Should this type of economic activity be encouraged?		
		MOST IMPORTANT	SECOND MOST IMPORTANT	THIRD MOST IMPORTANT
1	Refineries to process oil from Alaska	21.5	5.5	3.4
2	Production and processing of agricultural products	24.7	18.6	9.1
3	Production and processing of forest products	6.5	15.0	11.9
4	Scientific and medical research centers	5.9	4.5	3.8
5	Recreation and tourist attractions and facilities	4.5	4.3	7.3
6	Fishing industry with facilities for processing and shipping fish products	7.9	11.9	15.2
7	International trade through development of the Port of Bellingham	9.3	10.1	8.3
8	Warehousing and wholesale distribution of commercial products	0.4	2.6	3.8
9	Light manufacturing, such as electronics, or clothing	4.9	7.7	9.9
10	Heavy manufacturing, such as machinery metal processing, or pulp mills	1.6	3.6	2.2
11	Government services and activities	0.8	0.6	2.8
12	Petro-chemical industries related to oil importation	1.0	3.8	4.3
13	Higher education	3.2	4.5	6.5
14	Retirement and resort home construction and services	2.0	1.2	3.4
15	Other			

Q-6 The population of Whatcom County (including Bellingham) is now over 85,000. If the population of the county does increase in the future, where would you most prefer for that growth to occur?

13.2	1	WITHIN OR ON THE EDGES OF BELLINGHAM
13.0	2	WITHIN OR ON THE EDGES OF THE SMALLER CITIES (such as Lynden, Ferndale and Blaine)
3.0	3	IN THE UNINCORPORATED AREAS OF THE COUNTY
22.5	4	SPREAD WITHIN AND ON THE EDGES OF ALL THE CITIES
40.9	5	SPREAD EVENLY AMONG THE CITIES AND THE UNINCORPORATED AREAS OF THE COUNTY
	6	OTHER (Please specify)

Q-7 Bellingham Bay is one of our major natural resources, and many goals have been concerned with how we use the Bay in the future. What priority do you feel should be given to each of the following possible goals for Bellingham Bay, a HIGH priority, a MEDIUM priority, a LOW priority, or NONE at all?

GOAL NUMBER	POSSIBLE GOALS	What priority, if any should each goal have?			
		HIGH	MEDIUM	LOW	NONE
1	Increased industry and manufacturing dependent on a seaport	34.2	30.8	20.9	7.7
2	Establishment of an Alaskan ferry terminal	66.4	19.0	7.7.	3.8
3	Additional commercial port facilities for development of trade	48.6	31.2	12.6	2.6
4	Recreational use with more facilities for pleasure boats	30.0	34.6	25.7	4.5
5	Tourist industry with more waterfront shops, restaurants, points of interest, etc.	29.8	31.2	28.1	5.5
6	Public ownership of open spaces for waterfront parks and shoreline access .	48.2	26.1	14.4	5.7
7	Large scale aquaculture and seafood processing industry	38.7	40.5	13.8	2.6
8	Log storage	10.9	27.9	40.5	12.8
9	OTHER (Please specify)				

Q-8 Not all of the possible goals given above are compatible with each other. It will help us to know which ones you think are the most important for the future. Please indicate which two of the goals for Bellingham Bay you think are the most important to accomplish. (Please write the numbers of the goals in the appropriate boxes)

☐ MOST IMPORTANT

☐ SECOND MOST IMPORTANT

Q-8 Not all of the possible goals below are compatible with each other. It will help us to know which ones you think are the most important for the future. Please indicate which two of the goals for Bellingham Bay you think are the most important to accomplish.

GOAL NUMBER	POSSIBLE GOALS	MOST IMPORTANT	SECOND MOST IMPORTANT
1	Increased industry and manufacturing dependent on a seaport	16.0	10.5
2	Establishment of an Alaskan ferry terminal	31.6	23.5
3	Additional commercial port facilities for development of trade	11.3	16.8
4	Recreational use with more facilities for pleasure boats	4.7	8.3
5	Tourist industry with more waterfront shops, restaurants, points of interest, etc.	3.8	10.5
6	Public ownership of open spaces for waterfront parks and shoreline access . .	17.2	12.8
7	Large scale aquaculture and seafood processing industry	8.9	10.5
8	Log storage	0.8	1.2

Q-9 Many persons wrote goals about education, directed both to the school system and to total community, life-long learning. In considering the future of education in our community, do you feel that each goal listed below should have a HIGH priority, a MEDIUM priority, a LOW priority, or NONE at all?

GOAL NUMBER	POSSIBLE GOALS	What priority, if any, should each goal have?			
		HIGH	MEDIUM	LOW	NONE
1	Increase emphasis on vocational training	69.2	22.9	2.4	.8
2	Make schools more responsive to needs of individual children	49.2	32.2	10.7	1.6
3	Extend public educational opportunities to children of ages 3 to 5	11.9	18.2	37.2	27.3
4	Provide after-school recreational programs for elementary school children	20.6	30.6	29.6	13.6
5	Develop community centers at public schools, with educational and recreational opportunities for all ages . .	36.4	33.4	16.4	7.9
6	Rotate schedules so that school buildings are used throughout the year	35.4	27.7	17.6	13.6
7	Emphasize training for "life support" skills such as gardening, canning, weaving, home repairs, etc..	38.5	39.5	14.0	2.6
8	Provide job retraining programs for adults	38.1	41.7	10.9	2.2
9	Make greater use of advanced communications for teaching, such as two-way TV, videotape and computer terminals	14.6	36.8	34.2	7.7
10	Increase involvement of citizens in planning educational programs	32.4	37.4	19.0	3.6
11	Concentrate on basic education (such as reading, writing and mathematics). . .	63.8	20.6	8.1	2.4
12	OTHER (Please specify) ______________				

Q-10 Of the possible goals listed above, please indicate the two which you think are the most important to encourage. (Write the numbers of the goals in the appropriate boxes)

☐ MOST IMPORTANT ☐ SECOND MOST IMPORTANT

Housing and transportation are closely related to how we use our land. The next few questions are concerned with land use in general, and specifically with housing and transportation goals. Please go on to the next page!

Q-10 Of the possible goals listed below, please indicate the two which you think are the most important to encourage.

GOAL NUMBER	POSSIBLE GOALS	MOST IMPORTANT	SECOND MOST IMPORTANT
1	Increase emphasis on vocational training	27.9	21.5
2	Make schools more responsive to needs of individual children	14.4	9.5
3	Extend public educational opportunities to children of ages 3 to 5	0.6	2.6
4	Provide after-school recreational programs for elementary school children	0.6	2.8
5	Develop community centers at public schools, with educational and recreational opportunities for all ages . .	5.9	7.7
6	Rotate schedules so that school buildings are used throughout the year	4.3	7.9
7	Emphasize training for "life support" skills such as gardening, canning, weaving, home repairs, etc..	3.6	10.7
8	Provide job retraining programs for adults	3.8	8.5
9	Make greater use of advanced communications for teaching, such as two-way TV, videotape and computer terminals	0.4	1.6
10	Increase involvement of citizens in planning educational programs	2.8	4.5
11	Concentrate on basic education (such as reading, writing and mathematics). . .	26.9	13.6

Q-11 Listed below are several goals related to housing and land use. Do you feel that each one should have a HIGH priority, a MEDIUM priority, a LOW priority, or NONE at all?

GOAL NUMBER	POSSIBLE GOALS	What priority, if any, should each goal have?			
		HIGH	MEDIUM	LOW	NONE
1	Make it easier to get financing to buy and remodel older homes	58.1	29.1	4.9	2.0
2	Encourage building of housing that conserves land (like townhouses, apartments and condominiums)	16.2	35.6	32.8	8.3
3	Restrict urban development in existing forest or farm areas through land use controls	52.4	22.3	15.0	4.3
4	Encourage a variety of residential environments which offer a choice of density, location and life style . . .	26.9	42.5	14.0	7.7
5	Provide incentives for private construction of housing for low-income persons.	37.7	33.4	16.6	5.3
6	Preserve greenbelts, open spaces, woods, beaches and viewpoints	73.9	16.4	3.4	.6
7	Attempt to assure orderly urban growth through zoning controls	54.7	29.6	7.3	1.8
8	Seek federal funding to improve deteriorating neighborhoods	39.1	27.7	18.2	7.5
9	Annex land surrounding Bellingham to enlarge the city's tax base	16.6	31.6	27.7	15.2
10	Require large residential developments to provide parks for residents	40.9	29.6	16.6	6.3
11	Encourage greater use of mobile homes in residential neighborhoods	6.3	16.0	38.5	32.8
12	Provide specially designed housing for handicapped persons	27.9	41.9	19.8	2.8
13	Assist elderly home owners maintain their own houses by financial incentives such as reduced utility and service costs	63.8	22.9	7.7	1.0
14	Use energy saving materials and designs in home construction	62.3	25.9	4.3	.6
15	OTHER (Please specify)				

Q-12 Of the possible goals listed above, please indicate the two which you think are the most important to encourage. (Write the numbers of the goals in the appropriate boxes)

☐ MOST IMPORTANT ☐ SECOND MOST IMPORTANT

Q-12 Of the possible goals listed below, please indicate the two which you think are the most important to encourage.

GOAL NUMBER	POSSIBLE GOALS	MOST IMPORTANT	SECOND MOST IMPORTANT
1	Make it easier to get financing to buy and remodel older homes	17.4	9.1
2	Encourage building of housing that conserves land (like townhouses, apartments and condominiums).	2.0	2.6
3	Restrict urban development in existing forest or farm areas through land use controls	17.0	9.1
4	Encourage a variety of residential environments which offer a choice of density, location and life style . . .	3.0	4.3
5	Provide incentives for private construction of housing for low-income persons.	5.7	4.7
6	Preserve greenbelts, open spaces, woods, beaches and viewpoints	11.3	16.2
7	Attempt to assure orderly urban growth through zoning controls	10.3	9.9
8	Seek federal funding to improve deteriorating neighborhoods	2.8	4.5
9	Annex land surrounding Bellingham to enlarge the city's tax base	2.0	2.6
10	Require large residential developments to provide parks for residents	0.8	2.4
11	Encourage greater use of mobile homes in residential neighborhoods	0.2	0.6
12	Provide specially designed housing for handicapped persons	1.6	3.2
13	Assist elderly home owners maintain their own houses by financial incentives such as reduced utility and service costs	13.0	13.8
14	Use energy saving materials and designs in home construction	4.0	8.9

Q-13 Below are other possible goals related to transportation and streets. Please indicate whether you favor or do not favor each of the goals.

GOAL NUMBER	POSSIBLE GOALS	Do you favor the following goals? (Circle your answers) YES	 NO	 NO OPINION
1	Extension of bus service hours to evening and Sunday	63.4	19.0	14.0
2	Completion of sidewalks throughout the City, paid for by general street funds	53.6	27.3	14.2
3	Establishment of more bike lanes, even if some parking spaces are removed . . .	50.2	31.4	12.8
4	Construction of more downtown parking spaces	33.4	49.0	11.7
5	Closure of some neighborhood streets to provide usable open space	29.1	41.3	23.5
6	Exclusion of automobile traffic from downtown, with frequent shuttle-bus service to outer area parking lots . . .	23.1	62.8	8.7
7	Encouragement of rapid public transportation connecting Bellingham with Seattle	52.0	30.6	13.2
8	Closure of some downtown streets for landscaped malls	51.6	31.8	11.5
9	Greater emphasis on needs of pedestrians, such as benches, paved walkways, and protection from traffic	67.8	16.8	10.9
10	Emphasis on means of transportation that use less energy	72.9	7.5	13.0
11	Construction of truck routes to bypass residential areas	77.1	8.9	8.7
12	Improvement of rail service for freight and passengers	60.5	13.4	20.0
13	Creation of a Civic Center Mall linking the Court House, City Hall, Library and Health Department	37.9	38.5	17.6
14	OTHER (Please specify) ______________________________			

Q-14 Of the possible goals listed above, please indicate the two which you think are the most important to encourage. (Write the numbers of the goals in the appropriate boxes)

☐ MOST IMPORTANT   ☐ SECOND MOST IMPORTANT

Q-14 Of the possible goals listed below, please indicate the two which you think are the most important to encourage.

GOAL NUMBER	POSSIBLE GOALS	MOST IMPORTANT	SECOND MOST IMPORTANT
1	Extension of bus service hours to evening and Sunday	18.2	7.7
2	Completion of sidewalks throughout the City, paid for by general street funds	7.5	6.3
3	Establishment of more bike lanes, even if some parking spaces are removed . . .	6.3	9.1
4	Construction of more downtown parking spaces	7.1	3.4
5	Closure of some neighborhood streets to provide usable open space	0.6	1.2
6	Exclusion of automobile traffic from downtown, with frequent shuttle-bus service to outer area parking lots . . .	2.8	2.6
7	Encouragement of rapid public transportation connecting Bellingham with Seattle	4.3	7.9
8	Closure of some downtown streets for landscaped malls	7.9	9.1
9	Greater emphasis on needs of pedestrians, such as benches, paved walkways, and protection from traffic	4.5	7.9
10	Emphasis on means of transportation that use less energy	13.4	9.5
11	Construction of truck routes to bypass residential areas	11.5	13.0
12	Improvement of rail service for freight and passengers	3.2	5.5
13	Creation of a Civic Center Mall linking the Court House, City Hall, Library and Health Department	3.0	4.5

What to do about community services was a major concern of participants in the Goals for Bellingham program. Many goals were stated about recreation, public safety, health care, and the development of human resources. Now we want to ask you about several of these community concerns.

Q-15 A wide variety of goals like those listed below could be encouraged. Do you feel each one should have a HIGH priority, a MEDIUM priority, a LOW priority, or NONE at all for the future of Bellingham?

GOAL NUMBER	POSSIBLE GOAL	What priority, if any, should each goal have?			
		HIGH	MEDIUM	LOW	NONE
1	Make a high quality child care program available to all working parents . . .	32.8	26.9	22.1	13.0
2	Preserve and maintain historical sites .	41.1	40.1	10.5	2.6
3	Combine County and City law enforcement facilities	44.9	27.1	12.3	8.9
4	Provide for special needs of the handicapped in all public buildings and facilities (such as wheel chair ramps and Braille signs	45.3	38.3	10.7	.4
5	Increase local support for arts, crafts, museums, drama, music, etc.	20.2	41.5	26.3	6.7
6	Expand community mental health services	37.2	39.9	12.3	3.6
7	Make land available for community gardens	19.4	34.4	29.8	10.9
8	Increase youth services, such as drop-in centers, counseling, drug and alcohol education	46.6	34.0	11.7	2.2
9	Enlarge police force for greater protection of persons and property	36.6	40.7	14.4	3.0
10	Guarantee legal counsel to all people in civil court cases, such as divorce and contract disputes	32.0	29.6	22.3	10.7
11	Expand programs to help alcoholics . . .	30.0	41.1	18.2	4.7
12	Provide complete health care for all residents, with flexible fees based on ability to pay	44.5	23.9	16.0	9.7
13	Expand rehabilitation services for legal offenders	13.4	38.5	29.4	10.3
14	Develop neighborhood cooperative crime prevention programs	42.7	36.6	10.7	3.2
15	Provide a travelers' hostel for the use of transient persons with limited resources	9.5	30.6	33.0	20.9
16	Encourage courts to impose stiffer penalties for repeat offenders	79.8	11.3	4.0	.8
17	OTHER (Please specify)				

Q-16 Of the possible goals listed below, please indicate the two which you think are the most important to encourage.

GOAL NUMBER	POSSIBLE GOALS	MOST IMPORTANT	SECOND MOST IMPORTANT
1	Make a high quality child care program availible to all working parents	6.5	6.7
2	Preserve and maintain historical sites . .	3.2	4.3
3	Combine County and City law enforcement facilities	10.5	7.7
4	Provide for special needs of the handicapped in all public buildings and facilities (such as wheel chair ramps and Braille signs)	4.0	6.3
5	Increase local support for arts, crafts, museums, drama, music, etc.	2.8	2.8
6	Expand community mental health services	3.6	4.3
7	Make land availible for community gardens	1.0	1.8
8	Increase youth services, such as drop-in centers, counseling, drug and alcohol education	7.1	8.9
9	Enlarge police force for greater protection of persons and property	5.5	8.1
10	Guarantee legal counsel to all people in civil court cases, such as divorce and contract disputes	1.4	2.6
11	Expand programs to help alcoholics	0.6	2.0
12	Provide complete health care for all residents, with flexible fees based on ability to pay	12.8	7.3
13	Expand rehabilitation services for legal offenders	1.0	0.4
14	Develop neighborhood cooperative crime prevention programs	3.0	5.5
15	Provide a traveler's hostel for the use of transient persons with limited resources	0.4	0.8
16	Encourage courts to impose stiffer penalties for repeat offenders	27.9	19.2

Q-16 Of the possible goals listed on the facing page, please indicate the two which you think are the most important to encourage. (Write the numbers of the goals in the appropriate boxes)

☐ MOST IMPORTANT ☐ SECOND MOST IMPORTANT

Q-17 How do you feel about the potential consolidation of city and county government in Whatcom County? (Please circle the number of the answer that best describes your feelings)

9.5	1	HAVE COMPLETE SEPARATION OF CITY AND COUNTY OPERATIONS
29.1	2	COMBINE SOME FACILITIES TO AVOID DUPLICATION
39.5	3	ELECT SEPARATE GOVERNING BODIES, BUT COMBINE AS MANY FACILITIES AND OPERATIONS AS POSSIBLE
8.3	4	HAVE TOTAL CONSOLIDATION, WITH ONE GOVERNING BODY AND ELIMINATION OF CITY BOUNDARIES
	5	OTHER ______________________________

Q-18 Several suggestions have been made for increasing citizen participation in government. Listed below are some ways in which government can allow for greater involvement of the public in the decision-making process. Please indicate whether you think each one should or should not be encouraged for the future.

NUMBER	POSSIBILITIES FOR CITIZEN PARTICIPATION	Should each possibility for citizen participation be encouraged? YES	NO	NO OPINION
1	More frequent public hearings	51.6	18.0	21.9
2	Use of citizen advisory groups for specific issues	70.2	6.5	13.0
3	Shorter terms for appointed boards and commissions to allow more people to hold these positions	34.1	36.2	16.6
4	Use of advisory ballots on major issues	59.3	14.8	15.6
5	Use of surveys to assess public attitudes	66.0	14.4	10.1
6	Use of cable TV to broadcast public meetings	58.9	18.2	14.8
7	Elected neighborhood councils to review all matters affecting a neighborhood .	50.2	20.4	19.8
8	Regular television programs explaining city government operations and issues .	65.2	14.2	12.3
9	A "Citizen Assistance" office to provide information and help with city affairs to individuals and citizen groups . . .	53.8	21.1	16.8
10	Holding of some City Council meetings in neighborhoods	30.8	40.7	20.2
11	OTHER ______________________________			

An important part of this survey is to find out if and how people have heard about the Goals for Bellingham program and whether they think it is worthwhile. (It is also sometimes referred to as Bellingham 2000 or the Civic Partnership program.)

Q-19 Have you heard about Goals for Bellingham in any of these ways? (Please circle ALL answers that apply to you)

38.1%	1	HAVE NOT HEARD OF GOALS FOR BELLINGHAM PRIOR TO THIS QUESTIONNAIRE
51.4	2	NEWSPAPER
31.2	3	RADIO
14.2	4	TELEVISION
16.8	5	FROM A FRIEND OR RELATIVE
21.1	6	WRITTEN NOTICE MAILED TO YOU
5.5	7	POSTER
5.3	8	ANNOUNCEMENT AT CHURCH OR LOCAL ORGANIZATION
3.2	9	ORGANIZATION OR CHURCH BULLETIN
3.8	10	GOALS FOR BELLINGHAM SLIDE SHOW
2.8	11	WESTERN WASHINGTON STATE COLLEGE FILM SERIES
3.8	12	OTHER (Please specify)________________________________

Q-20 In what ways have you participated in the Goals for Bellingham program? (Please circle ALL that apply to you)

83.0%	1	HAVE NOT PARTICIPATED
1.6	2	AS A TASK FORCE MEMBER
4.9	3	AT A NEIGHBORHOOD GOAL-SETTING MEETING
5.1	4	AT A PUBLIC HEARING
1.2	5	AT POLICY TEAM MEETINGS
2.8	6	OTHER________________________________

Q-21 Goals for Bellingham was intended to provide citizen guidance to decision-makers about budgeting and program development. What are your overall feelings about the value of this program? (Please circle the number of your answer)

2.6%	1	NOT AT ALL WORTHWHILE
31.0	2	SOMEWHAT WORTHWHILE
50.6	3	VERY WORTHWHILE
10.7	4	NO OPINION

Q-22 Do you think more programs of this nature should be conducted periodically in a continuing effort to involve large numbers of citizens in planning for the future of Bellingham?

2.4%	1	DEFINITELY NO
4.5	2	PROBABLY NO
38.9	3	PROBABLY YES
41.3	4	DEFINITELY YES
8.5	5	NO OPINION

Finally, we would like to ask a few questions about yourself to help with the statistical analysis.

Q-23 Number of years lived in Bellingham?

20 (median) YEARS

Q-24 Your age?

45 (median) YEARS

Q-25 Your sex?

67.2%	1	MALE
29.6	2	FEMALE

Q-26 Marital status?

8.3%	1	NEVER MARRIED
69.2	2	NOW MARRIED
1.6	3	SEPARATED
5.9	4	DIVORCED
9.3	5	WIDOWED
2.8	6	LIVING TOGETHER

Q-27 Number of children under 18 living at home?

NUMBER____________

Q-28 Type of home?

11.9%	1	APARTMENT
1.8	2	DUPLEX
4.7	3	MOBILE HOME
77.1	4	SINGLE FAMILY HOUSE
1.2	5	OTHER ______________

Q-29 Do you own (or are presently buying) your home?

73.3%	1	YES
21.9	2	NO

Q-30 Your education (Circle number of highest level completed)

.2%	1	NEVER ATTENDED SCHOOL
1.4	2	SOME GRADE SCHOOL
4.9	3	COMPLETED GRADE SCHOOL
8.9	4	SOME HIGH SCHOOL
25.1	5	COMPLETED HIGH SCHOOL
24.3	6	SOME COLLEGE
14.2	7	COMPLETED COLLEGE
5.7	8	SOME GRADUATE WORK
11.9	9	AN ADVANCED DEGREE

Q-31 Any additional education not included above (for example, trade school)

____

Q-32 Your present occupation? (If retired, please put an X in this blank________, and list your former occupation)

TITLE__________________________

KIND OF WORK____________________

KIND OF BUSINESS______________________

Q-33 (If married) Is your spouse employed?

39.3%	1	NO
10.5	2	YES, PART TIME
23.3	3	YES, FULL TIME

Q-34 Finally, would you mind indicating your approximate family income, before taxes, for 1974?

5.7%	1	LESS THAN $3,000
11.5	2	3,000 - 5,999
14.6	3	6,000 - 9,999
25.3	4	10,000 - 14,999
21.9	5	15,000 - 24,999
9.1	6	25,000 +